

2003 BUSINESS PLAN



ORANGE COUNTY PROBATION DEPARTMENT

STEPHANIE LEWIS
CHIEF PROBATION OFFICER

**ORANGE COUNTY
PROBATION DEPARTMENT**

**BUSINESS PLAN
2003**

MISSION STATEMENT

Probation protects the community by conducting investigations for the court, enforcing court orders, assisting victims, and facilitating the resocialization of offenders.

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PROBATION DEPARTMENT

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To our readers:

I am pleased to present the Orange County Probation Department's Business Plan for 2003. It offers a comprehensive overview of the department's criminal justice services to the community - services that help to ensure the safety of Orange County residents. Highly trained and dedicated staff and volunteers are the key to carrying out the mission of the Probation Department. Their commitment and professionalism contribute to the courts receiving accurate and timely information, adult and juvenile probationers complying with court orders and obtaining resocialization skills, and the needs of crime victims being addressed in the criminal justice process.

Our department has continued to utilize technology to improve services. Voice Dictation technology used in the preparation of adult and juvenile court reports is streamlining the process and allowing greater efficiencies in the use of clerical support. Through the Orange County Integrated Law and Justice Strategic Planning Project, data specific to the terms and conditions of adult probationers is shared with other local city and county law enforcement agencies. In 2002, Probation began a planning process that will continue over the coming years to develop an Integrated Case Management (ICM) system. This system will allow staff throughout the department to record and access case information in one automated system and vastly improve the department's efficiency and effectiveness in working with offenders.

I would like to acknowledge the recognition we have received for one of our institutional programs. The federal Office of Juvenile Justice and Delinquency Prevention plans to include Lacy Juvenile Annex, our co-located juvenile hall within the Theo Lacy Jail, in upcoming publications as a model program. For a complete list of our many other accomplishments during 2002, please refer to Appendix E of this report.

Every year presents challenges. This year, we must focus on difficulties associated with budget cuts at the state and local level and the loss of experienced staff due to Safety Retirement. These budget cuts and staff retirements will have a major impact on the Probation Department. Planning has already begun to address these matters and ensure that the services Probation provides to Orange County residents are not compromised in any way. I have the utmost confidence that our staff will respond with the same dedication, courage, and innovation they have demonstrated during other challenging times.

For more information about the Orange County Probation Department, I encourage you to review our 2003 Business Plan and visit our web site at www.oc.ca.gov/probation.

Sincerely,

Stephanie Lewis
Chief Probation Officer

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I. EXECUTIVE SUMMARY

MISSION

Probation protects the community by conducting investigations for the court, enforcing court orders, assisting victims, and facilitating the resocialization of offenders.

The Orange County Probation Department is a criminal justice agency that has been a part of Orange County's continuum of criminal justice services for 94 years. Probation's primary focus is on adult and juvenile offenders who are charged with or convicted of crimes. *Probation* means the conditional release of an offender under specific terms mandated by the court. Under the supervision of the Probation Department, offenders are given the opportunity to redirect their lives and make restitution to their victims.

OPERATIONAL PLAN FOR EACH GOAL

The Probation Department has a \$128.5 million budget and a highly trained staff of 1,557 regular employees, 122 extra-help employees, and 578 volunteers to support its mission. The following three strategic goals have been established to accomplish the mission:

GOAL #1

Assist the Juvenile and Criminal Courts to make well-informed and responsible decisions in criminal and delinquency cases.

The clients for this goal are the judges and commissioners of the Orange County juvenile and criminal courts. It is essential that they receive accurate, thorough, and timely information to assist them in making detention and sentencing decisions.

Two challenges in meeting this goal relate to the coordination needed with the Social Services Agency (SSA) due to legislative changes. The requirements of 241.1 WIC reports, for which Probation and SSA are to collectively investigate and make recommendations to the court on the appropriateness of dependency vs. delinquency, have affected the timeliness and completeness of information for these reports. Also, AB 575 has significantly impacted the effort associated with the Placement function and increased Probation responsibilities for foster care placement cases. Other challenges are the technical and support issues that have surfaced in piloting the use of Voice Dictation technology, short time frames associated with Juvenile Court reports, and the development of ways to measure the quality of the reports that Probation prepares for the courts.

The department has committed 230 positions and \$14.5 million gross total to accomplishing this goal. Strategies include: (1) evaluating the use of the Voice Dictation technology and its operational support

requirements; (2) continuing to assist the courts by providing timely investigation of criminal/delinquency cases; (3) continuing to provide information to the courts regarding probation violations, community resources, and appropriate levels of supervision; (4) continuing the coordination between Probation and SSA required by 241.1 WIC and AB 575; and (5) using automation tools to provide accurate and timely information to the courts.

The outcome measure will be the percent of court investigations and progress reports submitted within filing requirements.

GOAL #2

Provide protection to the community by managing Orange County's adult and juvenile probation population.

The Probation Department provides protection to the community by ensuring that adult and juvenile offenders on probation comply with court orders and obtain the skills needed to live productive lives. The clients are the adult and juvenile probationers residing in the community and juveniles who are detained pending court proceedings or committed to a county correctional institution. The Probation Department operates five correctional facilities that serve the dual function of preparing incarcerated minors for their successful and productive return to the community through programs that address resocialization while, at the same time, protecting the community by providing highly structured, supervised residential settings.

Challenges for field operations (responsible for supervising adult and juvenile probationers in the community) include addressing the void in experience and knowledge left due to many retirements resulting from a newly negotiated Safety Retirement package for deputized staff, maintaining service levels with higher caseloads resulting from reduced staffing, continuing to deal with the workload impact of Proposition 36 cases and AB 575 requirements, and effectively deploying available resources. Challenges for Institutional Services (responsible for incarcerated minors) include institutional bed demand, the aging infrastructures of existing correctional institutions, and the unique problems presented by minors in custody who are seriously emotionally disturbed.

The department has committed 1,039 positions and \$86.7 million gross total to accomplishing this goal (347 positions and \$37.7 million gross total for adult and juvenile supervision, and 692 positions and \$49 million gross total for institutional services). Strategies for field operations include: (1) closely monitoring workload measures to ensure balance is achieved; (2) continuing to involve Supervising Probation Officers in a regular Quality Assurance Program; (3) seeking opportunities to collaborate with other justice system participants; (4) developing and enhancing existing collaboratives and developing new public/private partnerships; (5) expanding the continuum of balanced approach services for probationers; (6) pursuing alternatives to state and local incarceration of adult offenders; (7) increasing the effectiveness of the Special Operations and Supervision Division in working with the domestic violence and sex offender populations; and (8) expanding technology to enhance the effectiveness of supervision and resocialization operations. Strategies for Institutional Services include: (1) continuing the institutional population management project (controlling the incidence of facility overcrowding, utilizing existing beds with maximum efficiency, and pursuing strategies and funding to increase the number of beds); (2) continuing to place priority on the

development of Phase II of the automated Institutions Management System; and (3) continuing to pursue the development of a multi-county regional institution for severely emotionally disturbed minors.

Four outcome measures have been established: (1) percent of probationers who do not commit a new crime or law violation while on probation; (2) percent of probationers who do not commit a violent felony while on probation; (3) percent of probationers employed or in school; and (4) percent of improvement in offenders' interpersonal functioning and life-skills abilities after one year on probation.

GOAL #3

Assist crime victims by presenting their interests to the courts and providing support services.

Any resident of Orange County may potentially become a victim of crime. The Probation Department's role in services to victims begins when the offenders are being processed by the juvenile and criminal courts. Victims want to have a voice in the criminal justice process and need information to help them understand the system. In addition, they may need support services, restitution, and referrals to resources.

Challenges include: (1) meeting the ongoing need for victim services with uncertain financial resources and staffing levels; (2) being sensitive that materials developed for victims reflect their diversity and broad range of experiences; (3) developing a unified approach to collecting restitution from juveniles and their parents; (4) ensuring adequate support is provided to sex offense victims; (5) assessing the quality of services provided to victims; and (6) identifying the needs/developing appropriate services for the victims of serious/violent crimes.

The goal of assisting victims encompasses resources and staff from all three of the department's key service areas. A Victim Services Coordinator and one part-time staff provide direct services and coordinate the broad array of additional services supplied by staff throughout the department. Strategies include: (1) expanding the department's service delivery to victims; (2) continuing to develop the services provided by the central Victim Services Coordinator position; (3) evaluating the needs of distinct populations; (4) evaluating/developing staff training regarding victims; (5) surveying crime victims regarding the quality of Probation services; (6) increasing offender awareness of the impact their crimes have on victims; and (7) continuing to develop effective collaboration with other victim-service providers.

The two outcome measures are: (1) percentage of court-ordered restitution paid by probationers to crime victims, and (2) victim ratings of satisfaction relative to the quality and manner of probation services provided to them.

DEPARTMENT-WIDE CHALLENGES AND STRATEGIES

There are some department-wide challenges and strategies that impact all of the Probation Department's stated goals. Department-wide challenges include: (1) addressing anticipated state and county budget shortfalls for 2003, 2004, and beyond by diminishing reliance on County General Funds and minimizing

the impact on existing service levels; (2) dealing with the loss of a significant number of staff due to Safety Retirement and the Annual Leave program; (3) addressing the increasing demands on data systems resources; and (4) upgrading the technology of the PC desktop application software.

Strategies include: (1) pursuing revenue sources and legislative remedy to support programs without reliance on County General Funds; (2) continuing the number of automation and other technological advances that are underway which help the Probation Department improve the way it conducts business; (3) developing an Integrated Case Management System that utilizes the advancement in technology to integrate client information into one automated case file; and (4) continuing the successful efforts begun in 2002 to aggressively recruit, hire, and train qualified staff for critical positions within all service levels.

II. MISSION AND GOALS

MISSION

Probation protects the community by conducting investigations for the court, enforcing court orders, assisting victims, and facilitating the resocialization of offenders.

Established in 1909, the Orange County Probation Department is a criminal justice agency that provides community protection to the 2.9 million residents of Orange County. As part of the County's continuum of criminal justice services, the Probation Department's primary focus is on adult and juvenile offenders who are charged with or convicted of crimes. *Probation* means the conditional release of an offender under specific terms mandated by the court. It provides an opportunity for offenders to redirect their lives and pay restitution to their victims while under the supervision of the Probation Department.

When juvenile or adult defendants are charged with law violations, the Probation Department conducts criminal investigations and provides information for the juvenile and criminal courts. While being processed by the courts, defendants may be released or they may be detained in custody. Detention for juveniles is provided by the Probation Department at the Juvenile Hall. (Detention for adults is provided by the Orange County Sheriff's Department.)

The Probation Department enforces court orders specific to each offender. If the court orders juvenile offenders to serve a commitment in a local institution, that custody time is served in one of five correctional institutions operated by the Probation Department. Three programs offering alternatives to incarceration are also provided. If the juvenile or adult offenders are placed on formal or informal probation supervision, Deputy Probation Officers contact the offenders regularly to facilitate resocialization and enforce court orders and conditions of probation.

Victims of crime are a very important part of the department's mission. The Probation Department collects restitution payments from probationers to aid victims. Every effort is made to obtain victim statements about crimes committed against them and include their remarks in probation reports to the court for the court's consideration. In the past few years, there has been an increased effort to do even more for victims and their families, both by providing support to them and by preventing further crimes against them. The Victim Services Coordinator and Victim Services Strategic Planning Group (a committee



To enhance public safety and prevent victimization, Probation staff provide computer access to Megan's Law information at community events. High-risk and serious sex offenders are identified by name, photo, and zip code.

with representatives from all the Probation functions that impact victims) provide victim assistance, coordinate existing programs, and develop additional victim services.



Probation employees and volunteers are honored at an Angels baseball game.

Probation employees are key to carrying out the mission of the agency. Department managers are committed to the principles of Enlightened Leadership and embrace the Management Performance Plan (MPP) and Performance Incentive Program (PIP) for employees. Ongoing training is provided to new employees and newly promoted managers and supervisors, and the Probation Department participates in CEO-sponsored PIP Town Hall meetings and briefings by hosting these events and encouraging employee participation.

In October 2000, the Probation Department conducted a 33-question employee survey of its 1,500-member work force. Of the approximately 50%

who responded, 83% believed the department's mission and goals had been clearly communicated to them and were proud to work for the department. The department plans to conduct another employee survey in 2003 with the assistance of the LMC and the department's Research Manager. These periodic surveys enable the department to more fully respond to any significant needs identified by employees and to implement appropriate strategies to address these needs.

GOALS

Three strategic goals support the Probation Department's mission.

GOAL #1

Assist the Juvenile and Criminal Courts to make well-informed and responsible decisions in criminal and delinquency cases.

The Probation Department prepares investigative reports and other documents for the Juvenile and Criminal Courts that aid judges in reaching appropriate court dispositions. Mandated services are spelled out in the California Penal Code and Welfare and Institutions Code that include specifics on duties of Probation Officers to prepare investigation reports within legal time frames that enable the courts to make detention and disposition sentencing decisions for juvenile and adult defendants. Deputy Probation Officers assigned to investigation functions conduct approximately 180 investigations per month for the adult and juvenile courts. On select criminal cases, the courts receive extensive investigative reports that include detailed information regarding the circumstances of the offenses, background of the defendants, statements from

involved parties, analysis of all factors in the cases, and recommendations to aid the courts in making sentencing decisions. Field and Institutional Deputy Probation Officers prepare an average of 250 progress reports per month to update the courts on the status of probationers being supervised. Also, Deputy Probation Officers serving as Resident Probation Officers are stationed at all County courts to provide timely on-site assistance during the court process. Probation also assists in screening appropriate cases for diversion services, thereby allowing the courts to focus on the most serious cases.

Orange County's criminal courts have been moving toward a greater use of courts with a specialized focus. This specialization facilitates expertise among agencies that work with these courts (i.e., Probation, the District Attorney, Public Defender, Health Care Agency, Social Services Agency, etc.) and results in achieving more effective sentencing outcomes. Deputy Probation Officers are assigned to these specialized courts, which consist of six separate adult drug courts, a juvenile drug court, a juvenile truancy court, and two special courts for domestic violence cases.

GOAL #2

Provide protection to the community by managing Orange County's adult and juvenile probation population.

The adult and juvenile probation population may be in the community or in custody. In addition to strictly enforcing the court's conditions of probation, the Probation Department also assists probationers to obtain the resocialization skills needed to live crime-free and productive lives. By assisting offenders to address the problems that contributed to their criminal activities, the department helps to reduce/eliminate additional law violations. Offenders residing in the community are supervised by Deputy Probation Officers assigned to field operations. Juvenile offenders in custody are supervised by staff assigned to Institutional Services. Although the focus is different, the goal (community protection) is the same whether the offender is residing in the community or in custody at one of the County's five juvenile correctional facilities.

FIELD OPERATIONS

Mandated services and Peace Officer authority and duties for this operation are specified in the California Penal Code and Welfare and Institutions Code. Level of service is determined by standards recommended by the National Institute of Corrections and is based on assessment of risk to the community while addressing the resocialization needs of offenders to render them productive members of the community. Assessment tools were developed and validated in Orange County over a decade ago. Probationers are assessed when they are first placed on probation and at six-month intervals while on probation. Caseload size is measured using the Risk/Needs Assessment instrument and considers a probation officer's ability to safely enforce compliance with court orders.



Deputy Probation Officers arrest a juvenile offender for a probation violation.

Probation supervision/surveillance actions include monitoring an offender's compliance with court orders, notifying the court of probation violations, and making recommendations to the courts in those cases. The department also works with other criminal justice agencies in the County to advance community safety. For example, in the late 1980s, the Probation Department established Gang Violence Suppression Units in concert with local police agencies. Later, the department joined in TARGET (Tri-Agency Resource Gang Enforcement Teams) with the District Attorney and police. These specialty units are part of the department's Special Operations and Supervision Division.



One resocialization service is the Tattoo Removal Program, which assists offenders to remove visible tattoos that limit their ability to find employment.

The Probation Department is involved in a variety of activities with numerous partners to assist with the resocialization of offenders based on their assessed needs. *Resocialization* means identifying the offenders' root problems and matching them with the right treatment programs at the right time. Probation resocialization/intervention activities include helping offenders develop skills, knowledge, and attitudes that will assist them in living crime-free and productive lives. Based on the results of each assessment, the officers work with the offenders to develop individualized case plans. In some instances, the offenders are referred to department-approved community resources. In other instances, the department provides the service in collaboration with other County agencies and community-based resources. The Youth and Family Resource Centers (YFRCs) are one example of such a collaborative effort. Six YFRCs provide

comprehensive, multi-disciplinary, early intervention services for first-time wards at high risk for chronic reoffending and for youth transitioning back to the community from an institutional setting. These collaborative YFRCs, which resulted from Probation's "8%" studies on juvenile recidivism, seek to engage the entire family in the intervention process.

INSTITUTIONAL SERVICES

The Probation Department operates five juvenile correctional institutions where juvenile offenders are detained pending court hearings, receive care and treatment, and serve court-ordered commitments for their crimes. These five institutions (Juvenile Hall, Lacy Juvenile Annex, Joplin Youth Center, Los Pinos Conservation Camp, and Youth Guidance Center) have a combined rated capacity of 804 beds and provide services focused on the different populations served. The rated capacity for each institution is determined by the California Board of Corrections. Institutional Services secures the offenders from the community and holds them accountable for their behavior while assisting them to develop life skills and vocational competencies. All of the institutions, in collaboration with a wide variety of public and private partners, provide programming that helps prepare the minors emotionally, behaviorally, and academically for their return to the community.

Mandates for Institutional Services are established in the Welfare and Institutions Code and Titles 15 and 24, California Code of Regulations. The level of service is spelled out in these codes and specifies ratio of

staff to minor in custody, numbers and types of programs that shall be offered, facility standards, and level of care for education, recreation, health, dental, and all other basic needs of the juvenile custodial population.

GOAL #3

Assist crime victims by presenting their interests to the courts and providing support services.

The Probation Department's goal is to ensure that the needs and interests of victims are addressed in the criminal justice process. Mandated services are spelled out in the Penal Code describing Probation's duty to conduct investigations for the court and determine loss to victims within legally determined time frames. In addition, Probation Officers and Collection Officers work together to determine a Probationer's ability to pay restitution, fines, and fees, collect these financial obligations, and disburse them to victims and government recipients.

The department's unique role in victim services begins when the offender is being processed by the juvenile/criminal courts and continues for as long as the offender is on probation supervision. The other primary organization in the County that provides services to victims is Victim Witness, which is located in all of the courts and works with the District Attorney's Office to provide services at the initial stages of an offender's adjudication. The Probation Department and Victim Witness coordinate their victim service efforts in areas where there is overlap. Both organizations assist the victim to understand the criminal justice process, but the Probation Department presents the needs and interests of victims to the court in court reports. Once the offender's case is adjudicated, Deputy Probation Officers and Collection Officers provide information to victims, offer support services, collect restitution, and make referrals to resources. Deputy Probation Officers also increase the safety of victims by monitoring the activities of offenders, which is especially critical in stalking and domestic violence cases. In addition, a Victim Services Coordinator collaborates with other victim-service providers to coordinate efforts for victims, provides programs and training for Probation Department staff and new District Attorney staff so they are knowledgeable and sensitive to victims and victim issues, and responds directly to victims who have questions or need assistance.

III. OPERATIONAL PLAN FOR EACH GOAL

INDIVIDUAL STRATEGIC GOALS

GOAL #1

Assist the Juvenile and Criminal Courts to make well-informed and responsible decisions in criminal and delinquency cases.

CLIENTS

The judges and commissioners of the Orange County Juvenile and Criminal Courts are the Probation Department's clients for this goal. The Orange County Superior Court is comprised of 109 judges and 34 commissioners. The Juvenile Court consists of six courts comprised of three judges and three commissioners assigned to delinquency cases.

It is essential that the judges and commissioners receive accurate, thorough, and timely information to assist them in making detention and sentencing decisions regarding criminal offenders. The courts depend on the Probation Department to provide extensive investigative reports on select criminal cases that include detailed information regarding the circumstances of the offense, background of the defendant, statements from victims and involved parties, an analysis of aggravating/mitigating factors in felony cases, and a discussion and recommendation to aid the courts in making sentencing decisions. At initial case intake, Deputy Probation Officers assist the Juvenile Court by screening out the less serious cases for diversion services, which allows the court to focus on the most serious cases. Officers also provide information to assist the courts in determining the eligibility and appropriateness of offenders for specific programs.



Judge Hutson checks on a juvenile's progress during a Juvenile Drug Court session in the presence of the Deputy District Attorney and Deputy Probation Officer.

The Probation Department meets a fundamental responsibility in its mission of community protection by assisting the courts in decisions regarding detention (incarceration vs. release to the community) and sentencing of offenders.

CHALLENGES

- 241.1 Welfare & Institutions Code (WIC) reports require that on specified juvenile cases, Probation and Social Services collectively investigate and make recommendations to the court regarding the appropriateness of dependency vs. delinquency proceedings. Availability of information and staff needed to complete investigations has affected timeliness and completeness of information.

Solutions: Continue the coordination between the Probation Department and Social Services Agency regarding 241.1 WIC reports. Also, one Deputy Probation Officer is assigned as a delinquency prevention liaison with SSA to proactively deter unnecessary cases coming from the dependency system to delinquency court.

- AB 575 and subsequent administrative directives have significantly impacted the effort associated with the Placement function and increased Probation responsibilities for foster care placement cases.

Solutions: Develop automated systems to (1) monitor and evaluate the flow of foster care cases through the referral process and (2) assist in the development of case plans and reporting tools. In addition, continue to work closely with the Social Services Agency to ensure that compliance with AB 575 is established.

- Hardware and software technical complexities, coupled with ongoing operational support issues, have surfaced in piloting the use of Voice Dictation technology in Juvenile and Adult Investigation.

Solutions: During 2003, Juvenile and Adult Investigation staff will work with Data Systems to evaluate the results of the recently completed survey of staff using the technology to formulate recommendations for agency support and policy decisions on the use of Voice Dictation technology.

- Short time frames given by the court continue to challenge Juvenile Investigation's ability to meet time lines for completing and submitting required reports to the court.

Solutions: Staffing requirements for the Investigation function will be closely monitored to identify and pursue resource needs. Coordination and communication between Court Officers and the Investigation Units will continue so that notification of court reports with short time frames will be expedited.

- It will be a challenge to develop an outcome indicator that focuses on the quality of the reports provided to the courts in addition to the current measure of timeliness.

Solutions: Evaluate ways to accurately reflect the quality of the court reports. Involve appropriate representatives from the courts and Probation Department (Juvenile Court Services, Adult Court Services, and Research) to determine what is working well and how report content can be improved. Develop recommendations for defining the new outcome indicator and how to measure it.

RESOURCES

The Probation Department has 230 positions (deputized and support staff) and \$14.5 million gross total (\$10.9 million net county cost plus \$3.6 million total revenues) committed to accomplishing this goal.

- **Adult Court Division:** This division has 111 positions and \$6 million gross total (\$5.2 million net county cost and \$0.8 million total revenues) to provide services to the courts. The division provides an average of 75 investigations for the court per month, conducts an average of 335 assessments per month, and supplies the courts with ten full-time and one part-time Resident Probation Officers. The workload numbers are currently adequate; however, resources have been added to the Assessment Function to deal with the influx of Proposition 36 cases at the expense of other Probation operations.
- **Juvenile Court Division:** This division has 119 positions and \$8.5 million gross total (\$5.7 million net county cost plus \$2.8 million total revenues) devoted to this goal. Per month, the division processes an average of 360 custody intakes and 700 non-custody intakes and conducts 105 investigations for the court. Approximately 75 juveniles per month are referred for diversion services rather than being referred to the court, and 500 juveniles are currently on diversion under probation supervision. A unit of 11 Deputy Probation Officers supplies the court with Court Officers who are an integral part of Juvenile Court proceedings. Workload has fluctuated month to month, but the function is adequately staffed based on existing workload standards for the anticipated 2003 workload. Potential clerical shortages would have a negative impact on completing reports within established time lines.

STRATEGIES TO ACCOMPLISH GOAL

- Continue to evaluate the use of Voice Dictation technology and the related operational support requirements as a means to increase clerical efficiency and speed the throughput for the preparation of the hundreds of court reports prepared each month.
- Continue to assist the courts by providing timely investigation of criminal/delinquency cases and completing required reports.
- Continue to provide timely information to the courts regarding violations by probationers, community resources available to address violational behavior, and appropriate levels of supervision.
- Continue the collaborative relationship developed with the Social Services Agency to focus on specified juvenile cases as required in 241.1 WIC and AB 575.
- Use automation tools to ensure accurate and timely information is provided to the courts.

KEY OUTCOME INDICATORS

One outcome measure has been established thus far related to this goal. However, planning is currently underway to develop an additional measure that will focus more directly on assessing the quality of the court reports in addition to the timeliness that is presently measured. The current outcome measure is:

- Percent of court investigations and progress reports submitted within filing requirements.

KEY OUTCOME INDICATOR REPORTING

Goal #1: Percent of court investigations and progress reports submitted within filing requirements.

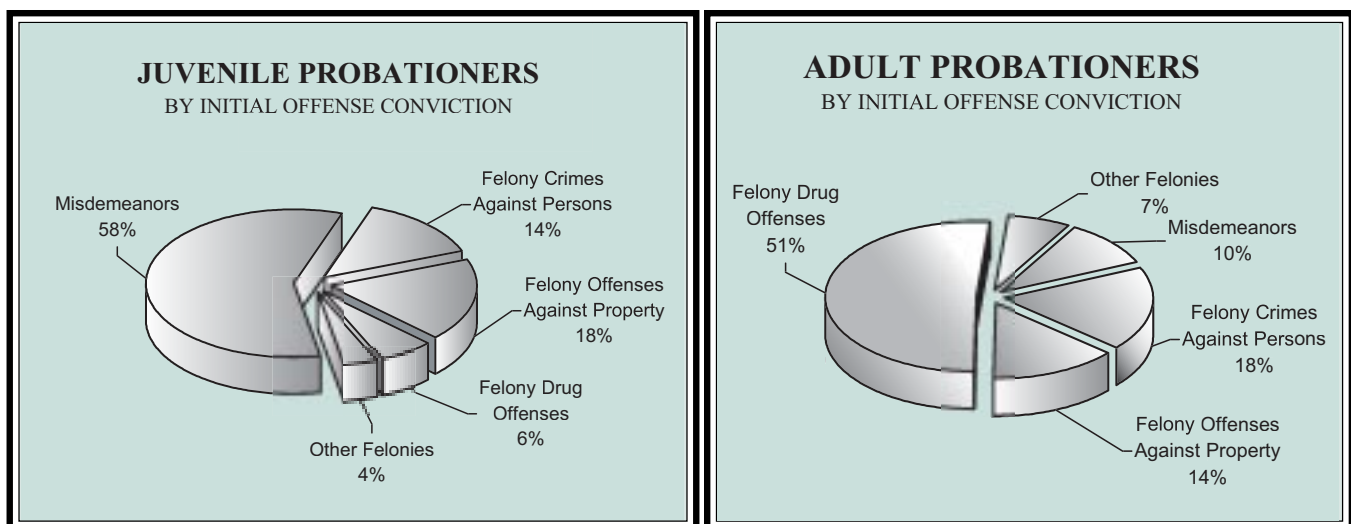
PERFORMANCE MEASURE	FY 01-02 RESULTS	FY 02-03 PLAN	FY 02-03 ANTICIPATED RESULTS	FY 03-04 PLAN	HOW ARE WE DOING?
What: Percentage of adult and juvenile investigative court reports and court progress reports submitted within filing requirements.	<p>Adult: 100% of the 992 investigations and reports were submitted to the courts within the filing deadlines during FY 01-02.</p> <p>Juvenile: 97.9% of the 5,323 investigations and reports were submitted to the courts within the filing deadlines during FY 01-02.</p>	<p>Continue to meet court deadlines for timely submittal of investigations and reports.</p> <p>Establish a group of individuals from probation and representing the courts to develop recommendations for indicators that would be appropriate measures of report quality.</p>	<p>It is anticipated that the department will continue to maintain or exceed on-time completion rates of 95% or better for submitting juvenile and adult investigation and progress reports within the court filing deadlines.</p>	<p>Continue to meet court deadlines for timely submittal of investigations and reports.</p> <p>Implement an additional outcome measure to assess client satisfaction with the quality of investigations and reports completed.</p>	<p>The FY 01-02 results confirm the department's ongoing success in complying with court deadlines for timely submittal of investigations and reports. For the third reporting year, all of the adult investigations and reports were submitted on time. In addition, the proportion of on-time juvenile investigations and reports exceeded the 95% goal and, in fact, was slightly higher than the prior reporting year results (96.2% for FY 00-01). These results are particularly noteworthy given the challenges referenced in this goal's discussion concerning short time frames from the courts as well as the collaborative nature of the juvenile 24.1 WIC reports.</p> <p>Compliance with court-designated time frames for submittal of these documents will continue to be a high priority as it is vital to accomplishing this goal. Of equal importance is the accuracy and thoroughness of the documents. The department strives to be responsive to any requests from the courts for modifications to their structure and/or content. In that regard, the department's efforts in the past several years to develop automated formats for certain standard court reports incorporated the recommendations of the judges and commissioners. Over the next year, the department will focus on developing and implementing an appropriate outcome indicator to more formally measure client satisfaction with the quality of the reports and investigations provided to the courts.</p>
Why: Measures the success of the Probation Department in providing timely information to the courts for appropriate decisions.					

GOAL #2

Provide protection to the community by managing Orange County's adult and juvenile probation population.

CLIENTS**FIELD OPERATIONS**

At any given time, there are approximately 7,500 juveniles and 15,000 adults on probation supervision. A sampling of the probation population revealed that of the juveniles, 84% are male, 67% have occasional to frequent substance abuse, 31% have a gang affiliation, and 42% have an initial sustained felony offense. Of the adults, 79% are male, 76% have occasional to frequent substance abuse, and 90% have an initial sustained felony offense. Refer to Appendix F (Profile of Active Supervision Probationers) for more information.



Within this overall population of clients, sub-populations of clients exist who have very specific needs.

- **The Juvenile Supervision Division** has a placement function with approximately 200 juveniles placed in foster care. For these juveniles, Probation oversees their placement in foster homes/group homes and works toward family reunification. Also available is a six-bed Respite Care Facility for minors who experience temporary disruptions within their family. In addition, this division is responsible for supervising 45 Juvenile Drug Court cases and 200 juvenile sex offender cases.
- **The Community Programs Division** is comprised of six Youth and Family Resource Centers (YFRCs), each providing comprehensive services for 60-80 assigned youth and their families at any given time, for a total of 360-480 high-risk or transitional clients served.

- **The Special Operations and Supervision Division** supervises three sub-populations of high-risk offenders: approximately 575 domestic violence batterers, 440 adult sex offenders, and 600 gang members.
- **The Adult Supervision Division** provides supervision to three special client groups in addition to their regular supervision caseloads: Immediate Mental Health Processing, Assessment, Coordination, and Treatment (IMPACT) clients are mentally ill offenders. Drug Court clients need supervision and a multi-phased substance abuse treatment program. Proposition 36 clients are sentenced to drug treatment in lieu of incarceration as a result of a PC 1210 sentence. The division is currently supervising approximately 110 IMPACT clients, 350 Drug Court clients, and 4,500 Proposition 36/PC 1210 clients.



A Deputy Probation Officer searches a sex offender's room to ensure he is not in possession of prohibited materials.

INSTITUTIONAL SERVICES

At any given time, the institutions are operating at their full 804-bed capacity. Juveniles come to the institutions with a variety of needs for care and treatment. In addition to receiving the basic necessities of shelter, clothes, and food, the minors receive services to address their mental, physical, and emotional needs. The juveniles are assessed for medical/mental health needs and substance abuse problems, with treatment provided by the Health Care Agency. Accredited classes are provided by the Department of Education to meet the minors' educational needs. In addition, a variety of recreational and community service programs are provided. Refer to Appendix G for a comprehensive summary of the programming provided by the institutions for juveniles in custody.

Within the overall population of clients in the institutions, sub-populations exist that have very specific needs and require special programming.

- **The Juvenile Sex Offender Program** is located in two secure units at Juvenile Hall that can accommodate 36 male wards and provides a 6-to-9-month therapeutic treatment program.
- **The ASERT Program** (Addiction Substance Abuse Education and Recognition Treatment Program) is a 75-bed intensive drug intervention and education program at the Youth Guidance Center for males 12 to 18 years of age with long-term commitments and a history of significant substance abuse.
- **The Breakthrough Program** is a 9-to-12-month drug therapeutic community at the Youth Guidance Center that can serve up to 50 teenage boys and girls recovering from drug or alcohol addiction.
- **Programming for Girls** provides specialized programming at the Youth Guidance Center for female wards ages 13 to 18 years of age with commitments ranging from 60 days to one year.

- **The Independent Living Program** (“Freedom Lies within You”) provides older youth from the juvenile institutions with services that prepare them for living independently after their release from custody. The program serves up to 20 juveniles at a time and consists of three phases delivered over a six-month period by probation staff and community service providers.

CHALLENGES

FIELD OPERATIONS

- Safety Retirement has resulted in a significant number of staff departures at all levels of the department. Probation has been particularly impacted at the Deputy Probation Officer (DPO) and Supervising Probation Officer (SPO) levels, with even greater impact at the SPO level anticipated. Most of those leaving are highly experienced staff. The void in experience and historical knowledge about operational procedures will create a need for additional training and monitoring.

Solutions: Continue to seek opportunities for more experienced supervisors and staff to tutor those with less experience. Seek training and development opportunities for the newer supervisors.

- Reduced staffing will result in higher caseloads.

Solutions: Review the applicability of expanding the continuum of supervision strategies evaluated in the Repeat Offender Prevention Project (ROPP) grant and evaluate the outcomes of the research being completed on the 8% Early Intervention Programs. Evaluate potential alternatives to standard supervision methodologies. Continue to work with the Management Team to evaluate resource utilization and prioritization.

- With increased caseload sizes, maintaining service levels will be a challenge.

Solutions: Seek ways to improve efficiency in initiating services to new cases in a timely manner. Evaluate use of volunteers. Use automation tools to improve the information flow and provide supervision tools for line staff and supervisors.

- Proposition 36/PC 1210 required that as of July 2001, all nonviolent drug offenders receive probation supervision and mandatory drug treatment in lieu of jail. Projections indicate this requirement has the potential for adding over 5,000 additional cases for probation supervision, creating the need for additional



A Deputy Probation Counselor (DPC) provides direction at an Institutional Olympics event. These annual events among the five institutions offer juveniles opportunities for teambuilding and athletic accomplishment.

staff and funding. In the first 15 months of implementation, the Probation Department has received 5,200 new cases (an average of 350 new cases per month), validating the early projections. To be prepared for the implementation of Proposition 36, the department, in conjunction with other justice system partners, embarked upon a pilot program on March 12, 2001. At the end of the pilot program, there were approximately 700 cases being supervised by Probation. Nineteen months later, over 300 of these pilot cases remain on Probation caseloads. When added to the 5,200 cases received since July 1, 2001, the Proposition 36/PC1210 referrals exceed 5,900 cases. The first program completions began in August 2002; however, the caseloads continue to grow at a rapid rate. Initially, no funding was provided for drug testing to monitor compliance. SB 223 was passed to address this need, but a portion of these funds has been designated for health care needs, which may be problematic as the PC1210 caseload continues to increase. In addition, reduced state revenue streams and mandates may affect some special enforcement efforts currently in place. The Special Enforcement Unit (SEU) has deputies assigned to city/county/state multi-agency task forces with special focuses on certain crimes, such as domestic violence, auto theft, gang violence, etc. The SEU is a non-mandated function that enhances enforcement capability countywide through collaborative police partnerships. Such a non-mandated function may experience a reduction in staffing in order to meet state mandates for PC 1210.

Solutions: The Probation Department will continue to track the impact of Proposition 36/PC 1210, keep the CEO and Board of Supervisors informed of the workload impact, look outside the County for additional funding sources, and strive to reduce the potential negative impact of Proposition 36/PC 1210 on non-mandated yet essential functions.

- With the increase of cases in the Adult Supervision Division as a result of Proposition 36, Deputy Probation Officers' caseloads continue to grow and exceed recommended caseload sizes.

Solutions: It will be necessary to examine workload duties and develop options for reducing services in some areas in order to offset the increased caseloads. Workload issues will be addressed through evaluation of staffing between Units, redeployment of staff, and workload adjustments between Divisions.

- In an endeavor to improve conditions within foster care, the California Legislature passed a series of bills specifically directed toward the care and services provided to foster children. AB 575 increases the duties and responsibilities of the probation officer in foster care cases and requires additional services for the juveniles and their parents. This legislation may impact staffing ratios in the probation placement function and require additional resources.

Solutions: The department will evaluate the impact of complying with AB 575 requirements and the need for additional funding/staff.

- With reduced staffing and budget cuts, managers will need to effectively deploy available resources based on staffing needs and workload levels, paying specific attention to specialized functions and the ongoing impact of Proposition 36/PC 1210 requirements. Effective deployment will require ongoing, current information.

Solutions: The Program Support and Research Division will provide research-monitoring support of caseload impact and caseload/workload reports to the managers.

INSTITUTIONAL SERVICES

- The Probation Department continues to use the options provided by the Juvenile Court to manage the Juvenile Hall population, yet supply of vs. demand for adequate bed capacity remains a struggle.

Solutions: Leased facilities have provided a temporary solution, and the Probation Department has tried to mitigate overcrowding by adopting a number of population control measures, including restrictions on booking of minors into Juvenile Hall and the use of alternative incarceration programs. The department continues to pursue construction of the Rancho Potrero Leadership Academy for teenage boys and girls using a Board of Corrections grant. Also, work will continue to retain use of and expand the 125-bed Los Pinos Conservation Camp by 32 beds. In addition, the Probation Department received grant funds and approval from the Board of Corrections for the construction of Unit Q, which will add 60 beds to Juvenile Hall. Construction will begin in early 2003. The Program Support and Research Division will provide ongoing tracking of institutional bed utilization and continue to seek/support funding applications.

- In addition to the need for new beds, the Probation Department's existing juvenile institutional facilities are aging with progressively deteriorating infrastructures.

Solutions: In order to ensure continued maximum protection for the community, as well as the safety and welfare of staff and the minors housed in these facilities, Probation will continue to aggressively pursue construction grant funding to provide the financial impetus to renovate and even replace portions of the aging structures. Additionally, Probation continues to seek capital project funding in the annual budget processes in as prudent and proactive a manner as possible.

- Seriously emotionally disturbed minors on probation who are placed in probation correctional facilities present unique problems that require extensive collaborative services to manage their behaviors and meet their needs. In the most extreme cases, the children's behaviors are so severe that psychiatric facilities are not willing to accept them, which forces these minors to remain in Juvenile Hall. In addition, the other four correctional facilities are receiving more emotionally disturbed minors, placing additional burdens on the staff at these facilities. Equally as critical are transitional services for emotionally disturbed children to assist them in moving from residential care to a less restrictive environment in the community.

Solutions: In 1990, five Southern California counties entered into an agreement to jointly construct and operate a 30-bed facility in Riverside County that would meet the needs of this select population. Although funding was made available to construct the facility, the lack of operational funds prevented the counties from utilizing the site for its intended purpose. Instead, a private provider currently leases the building. The goal remains to seek funding to open the doors for this seriously needed program. In addition, Probation will continue to work collaboratively with other organizations, such as the Health Care Agency, to address the mental health needs of these minors.

RESOURCES

Four divisions and five correctional facilities provide the services for accomplishing this goal with a total of 1,039 positions (deputized and support staff) and \$86.7 million gross total (\$47.5 million net county cost and \$39.2 million revenue) dedicated to achieving this goal.

FIELD OPERATIONS

Four divisions provide community protection for adult and juvenile probationers residing in the community with a total of 347 positions (deputized and support staff) and \$37.7 million gross total (\$22.2 million net county cost and \$15.5 million revenue).

- **Juvenile Supervision Division** has been assigned 76 positions and \$10 million gross total (\$6.6 million net county cost and \$3.4 million revenue). Fifty-seven Deputy Probation Officers operate out of five separate offices located throughout Orange County and manage approximately 3,000 cases at any point in time.
- **Community Programs Division** has 79 positions and \$12.7 million gross total (\$7.4 million net county cost and \$5.3 million revenue) to accomplish its objectives. This division includes the six Youth and Family Resource Centers. The YFRCs are located throughout Orange County and include many collaborative partners, such as the Department of Education, Health Care Agency, American Academy of Pediatrics, and numerous community-based organizations.
- **Special Operations and Supervision Division** has 68 positions and \$5.8 million gross total (\$3.2 million net county cost and \$2.6 million revenue) to accomplish its duties. Deputy Probation Officers operate out of six offices located throughout Orange County. In addition, the Gang Violence Suppression deputies are mainly outstationed at police departments throughout the County.
- **Adult Supervision Division** has been assigned 124 positions and budgeted \$9.2 million gross total (\$5 million net county cost and \$4.2 million revenue). Ninety-five full-time Deputy Probation Officers and ten Supervising Probation Officers work out of seven offices located throughout Orange County and manage approximately 7,500 cases at any point in time. Ten of the deputies work with the Drug Courts, four deputies are assigned to the IMPACT program, and 19 deputies are assigned to Proposition 36 cases.

INSTITUTIONAL SERVICES

The five correctional facilities have a budget of \$49 million gross total (\$25.3 million net county cost and \$23.7 million total revenues) and 692 positions (deputized and support staff).

Secure detention is provided at two of the five institutions: Juvenile Hall and Lacy Juvenile Annex. The budget for secure detention is \$32 million gross total (\$15.4 million net county cost and \$16.6 million revenue) and includes 469 positions.

- **Juvenile Hall** is a 434-bed institution in the city of Orange for juvenile offenders. It houses boys and girls, generally between ages 12 and 18, who are detained pending Juvenile Court hearings or who



Juvenile offenders are escorted back to their units at Juvenile Hall.

remain in custody by order of the court. Programs offering alternatives to incarceration in Juvenile Hall are also provided. The Juvenile Court Work Program allows offenders to work on weekend work crews in lieu of serving institutional commitments. The Accountability Commitment Program (ACP) allows offenders to be released home on electronic confinement to a day treatment program. The Independent Living Program (ILP) is a grant-funded co-ed day-reporting vocational training program. Both ACP and ILP programs are run in conjunction with the OCDE and operate five days a week from 8 a.m. to 5 p.m.

- **Lacy Juvenile Annex** is a 56-bed module co-located in the Theo Lacy Jail that houses 18-year-olds serving juvenile commitments. The program is designed to help older male wards transition into vocational and educational endeavors commensurate with their ages.

The remaining three institutions offer a total of 314 beds and a broad array of programs for juveniles serving court-ordered commitments.

- **Joplin Youth Center** is a 64-bed juvenile correctional institution located in the foothills of the Santa Ana Mountains, which provides residential treatment for teenage boys ages 13 to 17 years. Joplin has a gross total budget of \$3.4 million (\$2.1 million net county cost and \$1.3 million revenue) and 42 positions. The boys placed at the facility typically serve 30-to-120-day commitments.
- **Los Pinos Conservation Camp** is a 125-bed, all-male institution situated in the Cleveland National Forest for boys ages 16 and older serving commitments of three months to one year. Los Pinos has a gross total budget of \$6.5 million (\$3.8 million net county cost and \$2.7 million revenue) and 86 positions. Juveniles placed at the facility participate in extensive vocational training, work programs, and ROP classes learning landscaping, forestry, computer technology, fire technology, auto repair, painting, construction, culinary arts, and custodial maintenance.
- **Youth Guidance Center (YGC)** is a 125-bed facility located in Santa Ana for boys and girls ranging in age from 11 through 18 years. It has a gross total budget of \$7.1 million (\$4 million net county cost and \$3.1 million revenue) and 95 positions. YGC offers programs that focus on the wide range of needs of juvenile offenders.



Juvenile offenders on a weekend work crew clear a flood control area as part of the Juvenile Court Work Program.

STRATEGIES TO ACCOMPLISH GOAL

FIELD OPERATIONS

- Closely monitor workload measures to ensure balance is achieved.
- Continue to involve Supervising Probation Officers in a regular Quality Assurance Program.
- Seek opportunities to collaborate with other justice system participants.
- Develop and enhance existing collaboratives and develop new public/private partnerships consistent with the supervision and resocialization of offenders.
 - a. Improve the Inter-Agency Management Committee for Youth and Family Resource Centers and individual YFRC site collaboratives to expand the range of activities provided for at-risk youth and their families.
 - b. Strengthen the existing Juvenile Drug Court collaborative to include a broader range of potential service providers.
 - c. Improve collaborative efforts in unincorporated County Islands.
 - d. Strengthen adult domestic violence collaboratives countywide.
 - e. Strengthen the Orange County Sex Offender Management Team and increase government and community awareness through greater exposure.
 - f. Continue to provide a Supervising Probation Officer as liaison to the Sheriff Department's Best Choices Program.
 - g. Continue to participate in the Mental Health Coalition and work with the courts and Health Care Agency on the development of a specialized Mental Health court to handle PC1210 cases diagnosed with co-occurring disorders.
- Expand the continuum of balanced approach services for juvenile and adult probationers.
 - a. Expand gang prevention and other youth development programs for County Islands as directed by the Board of Supervisors.
 - b. Incorporate lessons learned from the Juvenile Drug Court pilot into the design for an enhanced program model.
 - c. Monitor the effectiveness of the Juvenile Justice Crime Prevention Act (JJCPA) programs and the two Challenge II grant-funded projects (Residential Independent Living and Respite Care/Family Conflict Resolution) as required by the outcome measures established for these grants.
- Pursue alternatives to state and local incarceration of adult offenders in association with the Orange County Sheriff, Courts, Health Care Agency, and County Executive Office.
 - a. Continue to develop and evaluate the grant-funded adult mentally ill offender service continuum and work collaboratively with the Health Care Agency, the Orange County Sheriff's Department, and the contracted research component of the grant.
 - b. Continue to monitor the impact of Proposition 36 and refine the program where possible.
- Increase the Special Operations and Supervision Division's effectiveness in working with the domestic violence and sex offender populations through collaboration with other providers and refinement of

community resources available for treatment.

- a. Continue to meet regularly with the Health Care Agency, Social Services Agency, and private service providers to develop a countywide domestic violence plan. Solicit information from each agency regarding domestic violence services available in areas such as prevention, education, intervention, treatment, and shelter. Study the results to determine what gaps exist and what services are lacking.
 - b. Develop a protocol wherein Victim Witness will administer Campbell's Victim Assessment so critical information used for case assessment can be obtained from victims while the domestic violence incident is still fresh.
 - c. Review and improve the treatment standards for sex offenders as part of the Orange County Center for Sex Offender Management (CSOM) multi-agency effort.
 - d. Maintain domestic violence program monitoring, as well as the monitoring of other counseling programs, to ensure effective and meaningful service delivery to probation clients. Ensure quality of service by working with other monitoring agencies and promptly investigating complaints.
- Expand technology to enhance the effectiveness of probation supervision and resocialization operations.
 - a. Continue to work with ACS Advanced Concept Group on the automated field book feasibility project utilizing the PDA technology. A prototype pilot to access the Probation Terms and Conditions of Probation Internet Server is under development.
 - b. Continue to develop the initial implementation of the automated adult intake system to replace a manual, time-consuming, and paper-intensive process.
 - c. Continue to work with other local city and county law enforcement agencies to share data through the Orange County Integrated Law and Justice Strategic Planning Project. Enhance the software to provide additional functions and services as an aid to improve law enforcement officer safety and provide feedback to Probation regarding contacts with active adult probationers by local law enforcement agencies.
 - d. Evaluate the technical resources required and the benefits to be received from implementing an automated interface with the DOJ Supervised Release File (SRF) to improve statewide monitoring of law enforcement contacts with active adult probationers.

INSTITUTIONAL SERVICES

- Continue the institutional population management project, including the use of alternate programs.
 - a. Maintain the incidence of facility overcrowding at or below the year 2002 level.
 - b. Utilize the existing beds with maximum efficiency.
 - c. Pursue strategies and funding to incrementally increase the number of juvenile beds.
 - (1) Final resolution of the federal Special Use Permit issue involving the Los Pinos Conservation Camp in the Cleveland National Forest is still pending, but the Probation Department was successful in getting the lease extended through June 2003.



A DPC counsels a minor at the Youth Guidance Center.

- (2) Construction of the 32 additional beds for the Los Pinos Conservation Camp will begin in January 2003.
 - (3) Continue to pursue siting and funding opportunities for a 390-bed South County Juvenile Hall.
 - (4) Work with the Public Facilities and Resources Department on a Master Maintenance Plan for the replacement and reconstruction of Juvenile Hall.
- Continue to place priority on the development of Phase II of the automated Institutions Management System (IMS) with the focus being the complete phase-out of all PC-based applications for reporting and monitoring institution-related statistics.
 - Continue to pursue the development of a multi-county regional institution for severely emotionally disturbed minors, a population very difficult to serve in the standard Juvenile Hall environment because these minors are disruptive and have special treatment needs. In the interim, seek funds to develop an expanded in-custody treatment program with an aftercare component.



While a DPC supervises, Joplin youth assist disabled children at a physical therapy program in the community.

KEY OUTCOME INDICATORS

Four measures have been implemented to evaluate the department's effectiveness in meeting this goal.

- Percent of probationers who do not commit a new crime or law violation while on probation.
- Percent of probationers who do not commit a violent felony crime while on probation.
- Percent of probationers employed or in school.
- Percent of improvement in offenders' interpersonal functioning and life-skills abilities after one year on probation.

KEY OUTCOME INDICATOR REPORTING

Goal #2: Percent of probationers who do not commit a new crime or law violation while on probation.

PERFORMANCE MEASURE	FY 01-02 RESULTS	FY 02-03 PLAN	FY 02-03 ANTICIPATED RESULTS	FY 03-04 PLAN	HOW ARE WE DOING?
What: Percent of adult and juvenile probationers completing probation without any new law violation during their supervision period.	Adult: <ul style="list-style-type: none"> 69% of 3,540 adults terminated formal probation in FY 01-02 without any new law violation during their supervision period. Juvenile: <ul style="list-style-type: none"> 63% of 2,199 juveniles terminated formal probation in FY 01-02 without any new law violation during their supervision period. 93% of 1,094 juveniles terminated informal probation in FY 01-02 without any new law violation during their supervision period. 	Maintain the resources and supervision level needed to attain the goals targeted for this outcome measure. Assess results for specialized categories of offenders in comparison with aggregated results.	Meet or exceed the following rates: Formal Probation: Meet or exceed 60% or more of adults and juveniles terminating formal probation without any new law violations while under probation supervision. Informal Probation (Juvenile only): Meet or exceed rates of 90% or more of juveniles terminating informal probation without any new law violations while under probation supervision.	Maintain the resources and supervision level needed to attain the goals targeted for this outcome measure. Evaluate whether to expand the outcome indicator reporting to present results for certain specialized categories of terminated cases.	Consistent with previous results, roughly two-thirds of offenders on formal probation and over 90% of juvenile offenders on informal probation completed their probation term without committing any additional new crimes. Statistical analyses comparing these results with those in FY 00-01 revealed no significant differences between the two years for either adult or juvenile results. This past year the number of adult offenders on specialized probation caseloads increased substantially, primarily due to the implementation of Proposition 36 (PC1210). At the end of the FY 01-02 reporting year, this group of drug offenders constituted over 25% of the total adults under formal probation supervision. Over the next few years, as more of these offenders begin terminating from probation, it will be important to consider how their outcomes are similar or different from the overall results. We plan to closely monitor results for this large group of specialized offenders, as well as for other, smaller groups of specialized cases including sex offenders, domestic violence offenders, and high-risk ("8%ers") juvenile offenders.
Why: Measures level of community safety by identifying probationers who do not commit a new law violation.					

KEY OUTCOME INDICATOR REPORTING

Goal #2: Percent of probationers who do not commit a violent crime while on probation.

PERFORMANCE MEASURE	FY 01-02 RESULTS	FY 02-03 PLAN	FY 02-03 ANTICIPATED RESULTS	FY 03-04 PLAN	HOW ARE WE DOING?
What: Percent of all adult and juvenile probationers completing probation without committing a violent crime during their supervision period. ¹	Adult: 97.2% of the 3,540 adults terminated from formal probation in FY 01-02 did not commit a violent crime during their supervision period. Juvenile: 95.5% of the 2,199 juveniles terminated from formal probation in FY 01-02 did not commit a violent crime during their supervision period.	Maintain the resources and supervision level needed to attain the goal targeted for this outcome measure. Assess results for specialized categories of offenders in comparison with aggregated results. Monitor violent crime trends both within and outside of the county.	Meet or exceed rates of 95% of adults and juveniles terminating formal probation without committing a violent crime while under probation supervision.	Maintain the resources and supervision level needed to attain the goal targeted for this outcome measure. Evaluate whether to expand the outcome indicator reporting to present results for certain specialized categories of terminated cases.	These results confirm past findings that the vast majority of juvenile and adult offenders terminating probation do so without committing a violent crime while under supervision. Statistical tests performed comparing these results with those in FY 00-01 found no differences of significance. These results are reassuring in that they continue to demonstrate the success of probation and other law enforcement agencies in protecting the community. Recent crime reports have noted a slight increase in certain violent crimes. According to the California Department of Justice 2001 statistics, the number of violent crimes reported in the state increased 1.7% from the 2000 reports. Whether this signals the start of an upward trend in what has been a decline in crime, particularly violent crime, since the mid-1990's remains to be seen. However, crime trend indicators will be monitored carefully over the next year to assess any changes generally in this area as well as specifically among offenders under probation supervision.
Why: Measures level of community safety by identifying probationers not arrested for violent crimes.					
¹ Violent crimes as defined by the California Department of Justice include homicide, forcible rape, robbery, assault, and kidnapping.					

KEY OUTCOME INDICATOR REPORTING

Goal #2: Percent of probationers employed or in school.

PERFORMANCE MEASURE	FY 01-02 RESULTS	FY 02-03 PLAN	FY 02-03 ANTICIPATED RESULTS	FY 03-04 PLAN	HOW ARE WE DOING?
What: Percentage of adult probationers employed or in school for five months or more in the past 12 months.	Adult: 64% of 8,242 adult probationers under probation supervision in FY 01-02 were employed or in school for 5 months or more in the preceding 12 months.	Maintain the resources and supervision level needed to attain the goals targeted for this outcome measure.	Adults: Meet or exceed a 60 % rate of adult probationers employed or in school for 5 months or more in the prior 12 months.	Maintain the resources and supervision level needed to attain the goals targeted for this outcome measure.	Gainful employment and regular school attendance are critical indicators of the successful progress of adult and juvenile offenders respectively. Thus, it is encouraging to see that the results exceeded the target goals set for both indicators. Of concern, however, is that the adult and juvenile results are slightly below the prior year's results. While the differences are small (3% for adults and 4% for juveniles), they were found to be statistically significant. For the adult indicator of employment, the economic recession of this past year is very likely one factor influencing this year's lower results. In addition, the increase in the probationers under PC1210, a group of offenders who in many instances would have been sent to prison prior to Prop 36, impacted these results. Whereas the percent employed among the non-PC1210 adult probation population was 63%, this percentage was only 49% for the 923 PC1210 probationers.
Percentage of juvenile probationers consistently attending school.	Juvenile: 58% of 3,814 juvenile probationers under probation supervision in FY 01-02 were attending school regularly without truancy problems.	Conduct a mid-year assessment of both indicators.	Juveniles: Meet or exceed a 55% rate of juvenile probationers consistently attending school.	Examine the indicator results for subgroups of specialized offenders.	The department is continuing to monitor these indicators in order to determine what are appropriate ranges for the results over time. Because of the high priority placed on both of these areas, we will be examining results at the mid-year point to determine whether any corrective actions are needed. This mid-year analysis will also look at how results for certain subgroups of specialized cases impact the aggregate results.
Why: Measures probation's success in assisting probationers to gain employment or to maintain regular school attendance.					

KEY OUTCOME INDICATOR REPORTING

Goal #2: Percent of improvement in offenders' interpersonal functioning and life-skills abilities after one year on probation.

PERFORMANCE MEASURE	FY 01-02 RESULTS	FY 02-03 PLAN	FY 02-03 ANTICIPATED RESULTS	FY 03-04 PLAN	HOW ARE WE DOING?
<p>What: Percent of improvement in adult and juvenile offenders' interpersonal functioning and life-skills abilities based on a standardized assessment of needs after one year on probation supervision.</p>	<p>Adult: 1,339 adults were assessed in FY 01-02 after having been on probation for approximately one year. After one year on probation,</p> <ul style="list-style-type: none"> • 56% had demonstrated some improvement in their total interpersonal functioning and life-skill needs. • 33% had improved to the extent that their overall need classification was reduced to a lower level. <p>Juvenile: 503 juveniles were assessed in FY 01-02 after having been on probation for approximately one year. After one year on probation,</p> <ul style="list-style-type: none"> • 59% had demonstrated some improvement in their total interpersonal functioning and life-skill needs. • 28% had improved to the extent that their overall need classification was reduced to a lower level. 	<p>Maintain the resources and supervision level needed to attain the goals targeted for these outcome indicators.</p> <p>Conduct a mid-year assessment of these indicators to determine if any additional analyses and subsequent corrective actions are indicated.</p>	<p>Meet or exceed the current year results and establish appropriate target goals based on three years' of results.</p>	<p>Maintain the resources and supervision level needed to attain the goals targeted for these outcome indicators.</p> <p>Examine the indicator results for sub-groups of specialized offenders.</p>	<p>The results here are encouraging in that they support the finding that over half of adult offenders and nearly three-fifths of juvenile offenders have made positive progress in addressing their needs deficits during their first year on probation.</p> <p>There is some concern, however, about the lower current year results in comparison to last year's baseline results. As with the employment and school indicators, these differences were significant for all four indicators.</p> <p>It should be noted that the department is still establishing what would be considered meaningful "normal" ranges for these indicators over time, not only from a statistical perspective, but also in terms of other external factors that impact these results. The latter includes such things as how offenders may differ over time in the needs deficits they have when they are first placed under probation supervision. For example, a comparison of the initial needs profile of the FY 00-01 and FY 01-02 adult probationer groups revealed that the FY 01-02 group had significantly fewer needs deficits initially than did the FY 00-01 group. In other words, the current adult probationers for which results were reported here began their probation period with fewer needs to be addressed. Also, the increase in specialized caseloads and multi-agency collaboration has in some instances led to more thorough assessments of offenders by professionals trained in specific areas such as substance abuse and mental health. Often the early impact of these more comprehensive assessments is a discovery of greater needs than originally found at the initial assessment point.</p> <p>Plans are to re-examine updated results for these indicators at the mid-year point and, if needed, take any corrective actions.</p>
<p>Why: Measures effectiveness in addressing juvenile and adult probationers' needs during their first year under probation supervision.</p>	<p>² The Deputy Probation Officers conduct a standardized Risk/Needs Assessment when an offender is first placed on probation and at six-month intervals while on probation. The needs assessment, which is the information source for this measure, helps the officer identify the offender's resocialization service needs in the following areas: Academic/School Problems; Alcohol & Drug Abuse; Emotional Stability; Physical Health; Parental or Marital/Family Relationships; Peers/Companions; (ADULTS ONLY) Vocational Skills; Employment Stability; Financial Stability.</p>				

GOAL #3

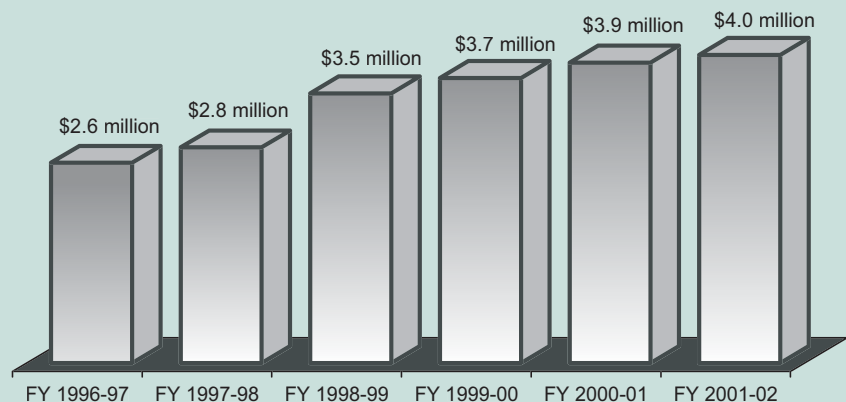
Assist crime victims by presenting their interests to the courts and providing support services.

CLIENTS

Victims come to the attention of the Probation Department because of crimes committed against them. These crimes may range from a relatively minor incident of petty theft to a serious, life-threatening crime of violence, such as assault or rape. Victims need to have a direct, meaningful voice in identifying the harms done by an offender and in identifying what should be done to address those harms. Victims should be able to move forward with their lives feeling their needs have been heard, respected, and significantly responded to. They should be assisted in moving toward healing and closure.

The needs of victims differ according to their own response to the crime and the nature of the crime. The Probation Department tries to give these victims a voice in the criminal justice system. Deputy Probation Officers contact crime victims for input to share with the courts on their version of the incident and its impact on them. Also, victims need information about the court process and the meaning of court orders that relate to them.

**PROBATION COLLECTIONS FOR CRIME VICTIM
RESTITUTION AND WELFARE FRAUD RE-PAYMENTS
(1996-2002)**



One of the most important services provided to victims by the Probation Department is the collection of restitution ordered by the court. Collection Officers retrieve restitution for crime victims, child support typically for mothers raising children on their own, and an assortment of fines, penalties, and fees which offset costs to provide criminal justice services. For FY 2001-02, the Probation collections totaled approximately \$4 million for crime victim restitution and Welfare Fraud re-payments.

The Domestic Violence and Adult Sex Offender Units provide specialized services for the victims of domestic violence batterers and sex offenders. In the Domestic Violence Unit, specially trained Deputy Probation Officers administer nationally recognized instruments to assess the level of danger presented to victims. Volunteer staff are available to maintain regular contact with the victims of sex offenders who seek additional services. In addition, juvenile sex offenders on probation and their victims are being targeted for program

services by the District Attorney and Probation Department. Though representing a small number of all juvenile offenders, the number of juvenile sex offenders has been rising. With an objective to reduce further crime, treatment resources were identified and offered to this population. This joint endeavor, partially funded by the District Attorney's Juvenile Accountability Incentive Block Grant funds, is intended to reduce the growing population of juvenile sex offenders and their victims.

CHALLENGES

- It will be a challenge to meet the ongoing need for victim services with uncertain financial resources and staffing levels.

Solutions: The Victim Services Coordinator (VSC) and one grant-funded part-time staff will provide and coordinate victim services. In addition, the use of volunteers will be explored and, as much as possible, staff in other functions will be utilized to provide assistance.

- Victim populations reflect the diversity of Orange County in culture, ethnicity, gender, educational level, etc. In addition, victims experience various levels of trauma based on the type of crime and their personal response to it. Materials developed by the VSC need to be sensitive to all these factors in order to be effective.

Solutions: All materials developed by the VSC will be evaluated to ensure they appropriately reflect the victims' diversity and broad range of experiences.

- A unified approach to collecting restitution from juveniles and their parents needs to be developed that ensures the victims are made whole while, at the same time, the responsibilities of the parents are enforced in a manner that still supports the accountability of the minors.

Solutions: The Juvenile Financial Committee will continue to develop and implement modified operational procedures to meet this mandate. Also, efforts will continue to ensure DPOs and Collection Officers are consistent in their approach toward financial issues.

- It is a continuing challenge for Probation to provide adequate support services to sex offense victims.

Solutions: The VSC will continue to develop a comprehensive, multi-agency approach to meeting the needs of victims. In addition, JAIBG 2002 grant funds will be utilized to pay for a part-time position to review formal probation cases of juvenile sex offenders to identify victims, their needs, and the services they have been offered/received. Special focus will be placed on developing a comprehensive strategy incorporating victims of juvenile sex offenders with other strategic partners in the County.

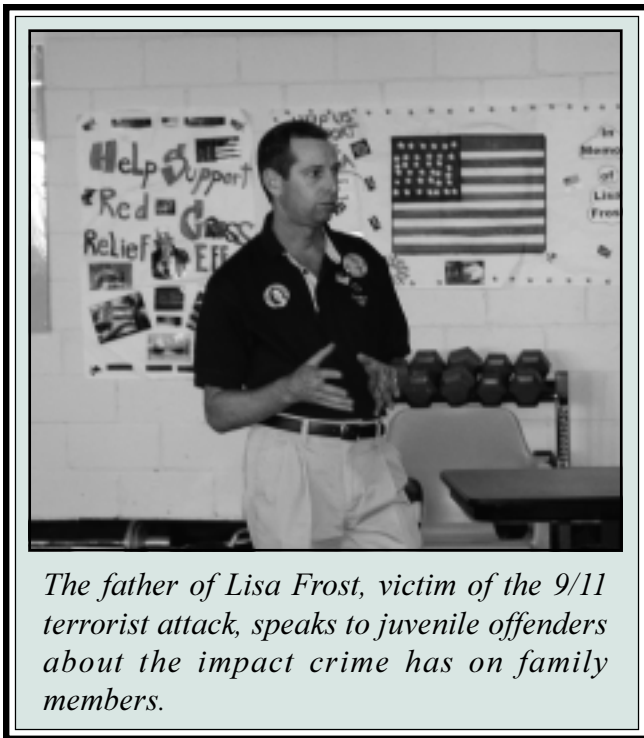
- It is often difficult to assess the quality of services provided to victims. Without this evaluation, identifying areas for potential improvement of services will be a challenge.

Solutions: The victim surveys that have been distributed will be reviewed to identify areas where improvement in services by the Probation Department is possible.

- The victims of serious, violent crimes (e.g., domestic violence, sex offenses) have needs that go beyond standard victim services in both the nature and duration of the services. Identifying these needs and developing appropriate services is a challenge.

Solutions: The department is planning to look at methods for surveying these victims separate from other victims to better identify their specific needs, evaluate the effectiveness of current services, and identify additional service needs.

RESOURCES



The Victim Services function is located in the Program Support and Research Division. The goal of assisting victims encompasses resources and staff from all three of the department's key service areas: Institutional Services, Field Services, and Special Services.

The Victim Services Coordinator (VSC) is involved in the development and oversight of all programs involving victims, as well as direct services. Deputy Probation Officers (Adult Court and Juvenile Court Divisions) interview victims to include their statements in court reports. The Collection Officers (Administrative and Fiscal Division) and assigned Deputy Probation Officers (Adult and Juvenile Supervision Divisions) are responsible for the collection of restitution and other victim case contacts as necessary. Staff in the institutions provide victim sensitivity training to offenders and require minors to pay restitution with a portion of any money earned.

Staff from the Research Unit, in conjunction with the VSC, conduct the victim surveys and participate in follow-up activities as required. The Victim Services Strategic Planning Group (VSSPG) is comprised of managers, research, and program staff who are knowledgeable and available to assist the VSC.

STRATEGIES TO ACCOMPLISH GOAL

- Expand the department's service delivery to victims by continuing to manage the resurrected Juvenile Financial Issues Committee and work on the Probation Financial Systems (PFS) to improve communication and identify appropriate strategies to maximize financial recovery for victims and promote accountability for offenders. Also, continue to work on better ways to advise victims of the process for collecting restitution and enforcing civil orders.
- Continue to develop the services provided by the central Victim Services Coordinator position and function in a manner consistent with achieving the maximum efficiency of this resource.
 - a. Respond to victim questions/issues.

- b. Research and identify available resources.
 - c. Develop expertise on victims and victim issues to be a resource to victims, probation staff, and other service providers.
 - d. Increase staff awareness, knowledge, and sensitivity regarding crime victims.
 - e. Disseminate information to staff regarding victim awareness events and activities in a timely manner.
- Evaluate the needs of distinct populations, such as victims of domestic violence and sex offenders, and assist with the development of appropriate services.
- Evaluate staff training needs and develop training regarding victims and specific victim issues.
- Survey crime victims regarding the quality of probation services.
- Increase offender awareness of the impact their crimes have on victims.
 - a. Instill a sense of responsibility/accountability through Restorative Justice Programming in the juvenile institutions and YFRCs.
 - b. Require probation approved Batterers' Intervention and Sexual Offender treatment providers to include a victim empathy component in their intervention and/or treatment curriculum.
- Continue to develop effective collaboration with other victim-service providers.

KEY OUTCOME INDICATORS

Two measures have been implemented to evaluate this goal:

- Percentage of court-ordered restitution paid by probationers to crime victims.
- Victim ratings of satisfaction relative to the quality and manner of probation services provided to them.

During the coming year, the department will focus on refining the victim satisfaction measure to more fully assess satisfaction among the specialized population of serious crime victims.

KEY OUTCOME INDICATOR REPORTING

Goal #3: Percentage of court-ordered restitution paid by probationers to crime victims.

PERFORMANCE MEASURE	FY 01-02 RESULTS	FY 02-03 PLAN	FY 02-03 ANTICIPATED RESULTS	FY 03-04 PLAN	HOW ARE WE DOING?												
What: Percentage of court-ordered restitution paid by adult and juvenile probationers to crime victims.	Adult: (*) In FY 01-02, 899 adult offender cases with obligations to victims, including welfare fraud cases, were closed. When closed, <ul style="list-style-type: none">58% of the cases were closed with the victim "paid in full."Adult offenders whose cases were closed had paid a total of \$2,547,477 to victims in restitution. Juvenile: In FY 01-02, 615 juvenile offender cases with restitution obligations to victims were closed. When closed, <ul style="list-style-type: none">78% of the cases were closed with the victim "paid in full."Juvenile offenders whose cases were closed and their parents had paid \$345,125 to victims in restitution.	Establish appropriate target goals based on three years of results. Develop the methodology for reporting on closed cases where victims were compensated less than 100% but in accordance with the probationers' financial ability to pay. Continue reviewing current collection practices to identify areas for improvement.	Meet or exceed the prior years' results	Implement expanded reporting on closed cases where victims were paid in accordance with probationers' ability to pay. Implement any modified or new practices that are designed to improve collection of victim restitution from probationers.	<p>In approximately six out of ten adult closed cases and eight out of ten juvenile closed cases where victim restitution was owed, the cases closed with the victim having been fully compensated. For the first time, the reporting for the adult outcome indicator also included cases involving welfare fraud restitution and plans are to include this in all future reporting.</p> <p>In all, \$2,892,602 was collected from adult and juvenile probationers owing victim restitution whose cases closed this fiscal year.</p> <p>When the results for this year were compiled, it was determined that the prior year's results had been overstated. This overreporting resulted from how the accounting system is structured when there are "co-obligators" (e.g., multiple offenders responsible for the restitution, and for juveniles, parents identified as co-obligators). For accounting purposes, any restitution paid in these types of cases is recorded for <u>all</u> co-obligators. The revised FY 00-01 results are as follows:</p> <table><tr><th></th><th>ADULT (w/o Wel. Fraud)</th><th>JUVENILE</th></tr><tr><td># of closed cases</td><td>539</td><td>642</td></tr><tr><td>% paid in full</td><td>63%</td><td>83%</td></tr><tr><td>Total collected</td><td>\$1,642,809</td><td>\$287,406</td></tr></table>		ADULT (w/o Wel. Fraud)	JUVENILE	# of closed cases	539	642	% paid in full	63%	83%	Total collected	\$1,642,809	\$287,406
	ADULT (w/o Wel. Fraud)	JUVENILE															
# of closed cases	539	642															
% paid in full	63%	83%															
Total collected	\$1,642,809	\$287,406															
Why: Measures probation's success in collecting restitution for crime victims.																	
(*) This year for the first time, the adult reporting on this indicator included welfare fraud restitution closed cases. Restitution that is collected in welfare fraud cases is returned to the county Social Services Agency.																	

KEY OUTCOME INDICATOR REPORTING

Goal #3: Victim ratings of satisfaction relative to the quality and manner of probation services provided to them.

PERFORMANCE MEASURE	FY 01-02 RESULTS	FY 02-03 PLAN	FY 02-03 ANTICIPATED RESULTS	FY 03-04 PLAN	HOW ARE WE DOING?
What: (*1) Ratings of victim satisfaction with the quality and manner in which department services are provided to victims.	<p>Surveys were mailed in October, 2002 to 1,105 victims representing the two major victim service areas within probation (victims owed restitution and victims contacted for intake and investigations). Respondents were also given the opportunity to request further information when they returned the survey.</p> <p>A total of 176 individuals had responded to the survey by November 15, representing 16% of all surveys mailed. As in the past, the primary contact with probation staff occurs via letter or telephone. The responses indicated that, overall:</p> <ul style="list-style-type: none"> • 53% were satisfied with the victim services they had received from probation. • 31% expressed dissatisfaction with the services. <p>Of those responding, 45% requested further information about their case. Probation's Victim Services Coordinator is now following up on each one of these requests.</p>	<p>Establish a group of probation and community victim assistance specialists to determine how to assess satisfaction among victims of violent crimes.</p> <p>Develop a plan for surveying victims at key processing points in the probation system.</p>	<p>Meet or exceed the prior years' results.</p>	<p>Implement recommendations for assessing satisfaction among victims of violent crimes.</p> <p>Implement assessment of victim satisfaction at selected points in the probation system.</p>	<p>The 2002 victim survey results revealed modest improvements in several areas. Though not statistically significant, a slightly higher proportion of respondents than in the previous year reported being satisfied overall with probation services (53% vs. 47%). Courtesy of the staff was the specific area rated highest in satisfaction.</p> <p>Typical of many surveys, the majority of comments added by respondents to the victim survey focus on areas of dissatisfaction or concern. However, another encouraging trend this year was a small increase in the number of positive comments written by respondents on the survey. Corresponding to their satisfaction rating, many of these comments emphasized the professionalism of the staff and expressed appreciation to probation staff for a job well done.</p> <p>Obtaining accurate and current information concerning restitution collection and the offender's case status continues to be the most challenging victim service area. Roughly one-third of respondents expressed dissatisfaction with services received related to these two areas and written comments reflected this as well.</p> <p>The survey results underscore both what probation does well in terms of providing services to victims and those areas where gaps exist. Helping victims better understand the restitution collection process and keeping them apprised about case status changes will remain strategic priorities. This year, the addition of a Victim Services Coordinator and a toll-free number dedicated to victims (1-866-843-9334) has added another dimension to the department's ability to respond to victims. All of these measures have contributed to an increased awareness of victims' needs among probation staff and over time should lead to greater satisfaction of victims with services.</p>
Why: Measures victim satisfaction with services provided by probation.					
(*1) The Victim Survey is conducted by the Probation Research Team. This survey, consisting of ten items, was developed by the department's Research Team following an extensive review of various victim survey examples collected as part of a nation-wide search.					

DEPARTMENT-WIDE CHALLENGES, RESOURCES, AND STRATEGIES

Some of the challenges, resources, and strategies to accomplish the Operational Plan during 2003 are department-wide and affect all of the goals.

CHALLENGES

- It is anticipated that state and county budget shortfalls will have a negative effect on Probation Department services for 2003, with additional shortfalls projected for 2004. It will be a challenge for the department to diminish reliance on County General Funds and minimize impact on existing service levels.

Solutions: In early September, the Probation Department prepared Step 1 Net County Cost (NCC) reductions required by the CEO in an effort to comply with the County's rebalancing strategy. A \$544,000 NCC reduction was achieved through the deferral of new equipment purchases (\$95,000), deferral of planned alteration and improvement projects (\$177,000), reduction in operating expenses (\$147,000), and increased revenues (\$125,000). For Step 2 of the rebalancing strategy, Probation obtained input from the Division Managers regarding current levels of services and the pertinent laws/regulations that govern those services. This process caused Probation's Management to reflect on the business goals with concern as to whether the department would be able to accomplish the core goals if cuts to the budget become significant. Whatever reductions must be made, Probation's priority is to remain committed and focused on the mission of the department. Probation's Step 2 rebalancing strategies, along with those from all of the other County agencies, are currently under review by a team formed under the leadership of the CEO's office.

- In June of 2002, Safety Retirement benefits were approved for peace officers employed by the Probation Department. The department will lose approximately 47 sworn staff by the end of 2002 due to Safety Retirement, with the accompanying loss of their experience, knowledge, and historical perspective. Also, the implementation of a countywide Annual Leave program will result in additional retirements of many sworn and professional staff who will leave due to the benefits associated with this program. The loss of these seasoned staff will pose a significant challenge for the department for several years.

Solutions: Significant planning efforts are underway to effectively deal with the recruitment, hiring, training, and promotion of qualified staff. The department has already begun training candidates eligible for promotion to higher levels in order to fill the positions that will become vacant as a result of retirements. Planning efforts will continue in 2003 in order to ensure that staffing levels are sufficiently maintained.

- The growing dependence on information technology as a tool for the accomplishment of the department's mission will place increasing demands on the department's data systems resources to meet the operational support and enhancement of the existing automated systems and infrastructure. The department's utilization of information technology continues to grow in such areas as new office locations, added specialized caseloads, enhanced victims' services, collaborative case management, web-based access, wireless communications, bar-code scanning, document imaging, and bio-metric security technologies. The need for additional technical resources to support these diverse system architectures and rapidly changing technologies will continue.

Solutions: The department will work to develop a process to set IT-related priorities in accordance with available IT technical resources. Funding for both County IT staff and professional services staff will be sought for IT-related projects in accordance with the established priorities.

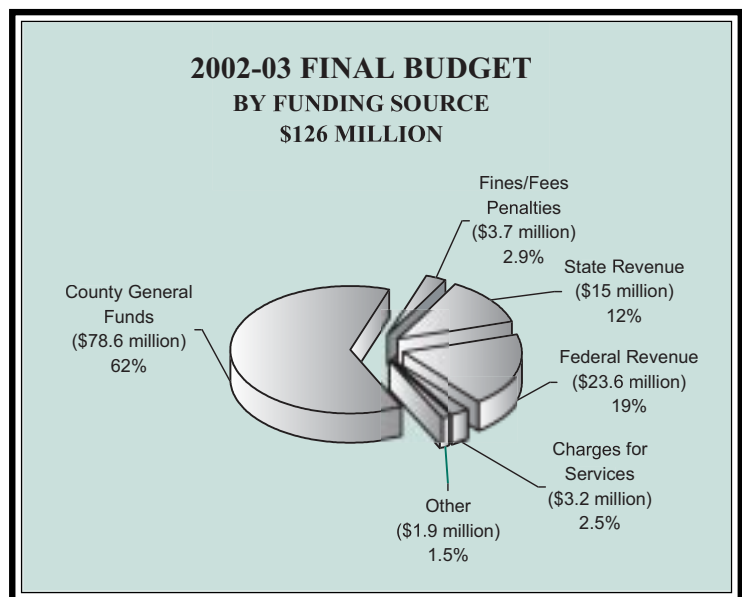
- The department will be faced with the strategic need to upgrade the technology of the PC desktop application software on each laptop and desktop PC within the department. This upgrade will be a costly (estimated at nearly \$400,000) and logistically difficult undertaking. Failure to make this technology upgrade in a timely manner will place the department at risk of restricted data sharing capabilities resulting from an aging desktop application software architecture that is not compatible with the other criminal justice agencies and departments. There is also a risk that future PC hardware and software products purchased will not be compatible with the aging desktop application software suite of products currently in use.

Solutions: When funding is available, the department will purchase a site license for the appropriate suite of desktop application software products. A plan will then be developed to replace the existing desktop application software with the new suite of products. This will be a logistically complex conversion as the installation of the new software will also include the conversion of the related application data files on each of the hundreds of desktop and laptop PCs. There will also be a training component required for some users with the new desktop software products.

RESOURCES

The Probation Department has a \$125.8 million budget. Sixty-two percent of the budget comes from the County General Fund. The remaining 38% represents revenues credited to Probation originating from federal and state sources, contracts for specialized probation services, and fees for services.

The department maintains a dedicated, highly trained staff of 1,557 regular employees and 122 extra-help employees. In the last fiscal year, Probation staff members received over 83,696 hours of instruction in more than 370 professional classes and other training opportunities coordinated by Probation's Human Resources and Training Division.



Probation activities are also supported by about 553 Volunteers in Probation (VIPs), 25 Volunteer Probation Officers (VPOs), 17 new college interns each quarter, and the Probation Community Action Association (PCAA). The nearly 100-member PCAA undertakes projects that lie outside the department's authority or capability, such as providing financial aid directly to needy probation families and paying for laser surgery to remove tattoos that link probationers to gangs or otherwise preclude them from getting jobs.

STRATEGIES

- Continue the number of automation and other technological advances that are underway, which help the Probation Department improve the way it conducts business.
 - a. Continue to evaluate the feasibility of developing an “automated field book” utilizing wireless communications and hand held PDA-types of devices. The initial objective, if the technology proves feasible, will be to develop a capability to report (in a near real time mode) the field staff contacts with probationers.
 - b. Continue to evaluate, acquire and implement document imaging technologies with the long-term goal of paperless probationer case files that are accessible via the network to provide case information when and where needed. Work continues on the use of this technology for probationer financial case records as the first major implementation of what will be a multi-year and multi-phase project.
 - c. Continue the migration from the Microsoft Windows NT operating system to the Microsoft Windows 2000 operating system for both the network servers and desktop PCs. All of the network servers to the Windows 2000 operating system will be migrated during fiscal year 2002/2003. Probation will be phasing migration of the desktop PCs to the Windows 2000 operating system via the purchase of new PCs and the conversion of current PCs that are capable of running the Windows 2000 operating system. This desktop PC migration will likely continue into fiscal year 2003/2004.
 - d. Continue defining the “IT Business Recovery” needs. Work includes defining and prioritizing what the recovery needs are, developing options to meet the needs, and establishing what the funding requirements will be. This project will also continue on into fiscal year 2003/2004.
 - e. Continue the Computer Aided Dispatch (CAD) operation, which is in the process of staffing and implementation. The Visionaire CAD (computer aided dispatch) software has been acquired. Implementation and staff training will continue throughout the second half of the fiscal year.
 - f. Conduct a Network Security Assessment utilizing the services of an outside firm, “Kryptec.net.” When the results of this assessment are available, action plans will be developed to address identified areas of security weaknesses.
 - g. Produce and issue magnetic striped employee ID badges with photos and signatures. These badges will enable the department to migrate to the use of magnetic door locks at all probation facilities to replace the differing kinds of door locks now in use. This will lead to improved physical security and be a more efficient system. An additional benefit of the application will be the collection of digitized signatures for all department staff, which will enable the use of electronic forms and reporting technologies in the future.
 - h. Continue to develop and implement an “on-line forms” capability within the *PROB-NET* department Intranet portal with the goal to eliminate, whenever possible, the need to purchase custom forms and migrate away from the NCR multi-part paper types of forms. Forms will be created electronically using word processing software and processed in a manner that will facilitate electronic transmission and filing.
- Utilize the advancements that have been made in technology to integrate client information into one automated system that can easily be accessed and updated by staff. This system will impact every function in the Probation Department, either directly or indirectly. Such an *Integrated Case Management (ICM)* system will be more efficient and cost-effective. Although this effort is a long-term project that

may take a number of years, the department has already developed a plan to address the initial challenge by making ICM the focus of the department's 2002 Strategic Planning Session and establishing an Integrated Case Management Steering Committee.

- a. Continue the work of the Integrated Case Management Steering Committee to provide oversight, prioritize activities, and further develop the planning process during the coming years.
 - b. Evaluate the current system, including the client information being recorded/maintained, to determine what is presently being done and what changes are needed prior to the conversion.
 - c. Develop an information technology strategy that places priority on those projects that support the incremental development of the ICM.
 - d. Determine the most appropriate automated system.
 - e. Prepare staff for the change.
- Assess the impact of demographic and crime trends as well as current economic forecasts on department operations. To accomplish this, the Probation Research Team will carry out the following activities:
 - a. Review population projections for different age groups and in different regions of the County, juvenile and adult arrest patterns across the County and disposition of those arrests, and other economic and social indicators historically found to be associated with crime patterns.
 - b. Evaluate the potential impact of these trends on various adult and juvenile probation functions.
 - c. Develop recommendations for the department's strategic planning that considers how these trends may influence operations.
 - Continue the efforts begun in 2002 to aggressively recruit, hire, and train qualified staff for critical positions within all service levels.

APPENDIX



Organizational Chart

APPENDIX A

CHIEF PROBATION OFFICER
Stephanie Lewis

CHIEF DEPUTY PROBATION OFFICER
INSTITUTIONAL SERVICES

Tom Wright

JUVENILE HALL - DIVISIONS II, IV & VI
Director (Vacant)
High Security Detention Units, Institutional Security,
Juvenile modules at Santa Ana Jail,
and Juvenile Hall Annex

JUVENILE HALL - DIVISIONS I, III, V & VII
Monica Gallagher, Director
Juvenile Court Work Program,
Transportation, Independent Living Program,
and Lacy Juvenile Annex

LOS PINOS CONSERVATION CAMP
Dallas Stahr, Director
Non-secure residential treatment - boys

YOUTH GUIDANCE CENTER
Kathy Goto, Director
Breakthrough Program, ASERT Program
Non-secure residential treatment - co-ed

JOPLIN YOUTH CENTER
Joe Salcido, Director
Non-secure residential treatment - boys

CHIEF DEPUTY PROBATION OFFICER
FIELD SERVICES
(Vacant)

ADULT SUPERVISION DIVISION
Connie Havens, Director
Adult Field Supervision,
Drug Court, Mentally III Offenders

JUVENILE SUPERVISION DIVISION
Micheal Collins, Director
Juvenile Field Supervision and Placement

ADULT COURT DIVISION
Mack Jenkins, Director
Courtesy Supervision, Interstate Transfers,
Investigation, County Parole, Child Support
Supervision, Resident Probation Officers,
Adult Intake and Assessment

JUVENILE COURT DIVISION
Greg Ronald, Director
Investigation, Custody and Noncustody Intake,
Juvenile Administrative Cases, Diversion Programs,
Juvenile Court Officers

COMMUNITY PROGRAMS DIVISION
Jeff Corp, Director
8% Early Intervention Programs
Youth & Family Resource Centers

CHIEF DEPUTY PROBATION OFFICER
SPECIAL SERVICES
Colleene Preciado

ADMINISTRATIVE & FISCAL DIVISION
Walt Watanabe, Director
Accounting, Collections, Facility Operations,
Purchasing, Records, Payroll, Budget,
Property Control, Clerical, Contracts

PROGRAM SUPPORT & RESEARCH DIVISION
Director (Vacant)
Program Support, Research, Public Information,
Legislation, Grants, Victim Services, County Islands
Project

DATA SYSTEMS DIVISION
Dan Burtt, Director
Software Development, Network Operations,
AS/400 Computer Operations, PC Support

SPECIAL OPERATIONS AND SUPERVISION
Bill Daniel, Director
K-9 Narcotics Detection, Special Enforcement,
Gang Violence Suppression, Electronic Confinement, Sex
Offender Supervision, Domestic Violence Supervision

HUMAN RESOURCES & TRAINING DIVISION
Donna Inouye, Director
Recruitment, Background Investigations,
Employee Relations, Classification, Training,
Volunteer Services, Subpoena Processing

APPENDIX B

MANAGEMENT TEAM

The Chief Probation Officer and three Chief Deputy Probation Officers make up the Orange County Probation Department's **Top Management** (TM) team. This team is co-located at the department's administrative office at 1535 E. Orangewood in Anaheim. They confer frequently and have a standing meeting every Tuesday afternoon to discuss major projects, deal with issues, and coordinate activities. Working cooperatively, they evaluate budget, resources, services, laws, legislation, county/state/federal initiatives, etc., to ensure the effective delivery of services to the residents of Orange County. Each TM member has many collaborative relationships outside the agency, which increases the department's ability to accomplish its mission through partnerships with law enforcement, the Health Care Agency, Social Services Agency, and others.

Top Management, plus the directors of the department's 15 operational divisions, make up the broader **Management Team**. This broader team participates in annual Team Building Management Retreats, Strategic Planning sessions, and Budget Planning sessions. Additional coordination and planning are provided through the Project Management Group (PMG), the Adult Systems Task Force (ASTF) and the Juvenile Systems Task Force (JSTF). The PMG is made up of the Chief Deputy Probation Officers, Chairpersons of the ASTF and JSTF, Directors in Special Services (Administrative and Fiscal Services, Program Support and Research, Data Systems, and Human Resources and Training), and a Senior Research Analyst. The PMG meets monthly and deals with strategic issues and planning. The ASTF includes all of the Adult Division Directors, and the JSTF includes all of the Juvenile Division Directors. These groups deal with issues specific to their respective services. The Directors of Adult Supervision (or Juvenile Supervision) meet monthly with the clerical supervisors and representatives from Special Services (Data Systems, Administrative and Fiscal Services, and Program Support and Research) to deal with issues specific to adult (or juvenile) matters that cross divisional lines. The Management Team members also serve on a variety of other task forces and committees made up of subordinate staff to ensure information, planning, and solutions represent the broader perspective of all Probation employees.

RESPONSIBILITIES OF MANAGEMENT TEAM MEMBERS**CHIEF PROBATION OFFICER**

Chief Probation Officer Stephanie Lewis is responsible for the overall direction, administration, and coordination of the operations and programs of the Probation Department, including the County's juvenile correctional institutions. These activities are carried out under the administrative direction, fiscal policy, and priority determination of the Board of Supervisors, and under the functional direction and guidance of the courts in accordance with their legal responsibilities. As part of her duties, she:



- Directs and consults with the three Chief Deputies in assigning projects and developing goals for the various divisions.

- Coordinates the operation of all Probation Department programs and services.
- Develops and maintains effective working relationships with other County and law enforcement agencies, public officials, the judiciary, and community organizations to assess needs, develop priorities, and maintain efficient/effective services.
- Consults with the Board of Supervisors, County Executive Office, and courts for policy direction and guidance.
- Provides fiscal oversight of the department's budget and expenditures.

CHIEF DEPUTY PROBATION OFFICERS

The Probation Department is operated and managed in three key service areas: Field Services, Institutional Services, and Special Services. Each service area consists of five operational divisions. Each Chief Deputy Probation Officer is responsible for directing one of the three key service areas. As part of their duties, they:

- Assist the Chief Probation Officer in developing policies and procedures for programs and operations in their service areas.
- Develop and plan new or revised programs for more effective probation services as authorized or required by legislation.
- Supervise and evaluate the activities of the directors who report to them.
- Direct the preparation of annual budget requests by the directors.
- Maintain contacts with representatives of other agencies and the community related to their service areas to coordinate activities, discuss related program goals, and explain/interpret departmental positions.
- Evaluate the need and plan for new and expanded probation facilities and more efficient utilization of existing facilities.
- Act for the Chief Probation Officer, as directed.

Chief Deputy Probation Officer – Institutional Services (Tom Wright)



Tom Wright provides oversight and direction for the County's juvenile correctional facilities operated by the Probation Department: Los Pinos Conservation Camp, Joplin Youth Center, Youth Guidance Center, and Juvenile Hall. Through contracts, the department has expanded appropriate housing options and operates the Lacy Juvenile Annex (a Juvenile Hall annex located inside the Theo Lacy Jail). These five facilities operate 24 hours per day, seven days a week and must meet stringent guidelines established by the California Board of Corrections. In addition to the facilities, Tom

is also in charge of programs that provide alternatives to confinement. The Juvenile Court Work Program allows offenders to work on weekend work crews in lieu of serving an institutional commitment. The Accountability Commitment Program (ACP) allows offenders to be released home on electronic confinement to a day-treatment program. The Independent Living Program (ILP) is a grant-funded co-ed day-reporting vocational training program. The ACP and ILP are run in conjunction with the Department of Education and operate five days a week from 8 a.m. to 5 p.m.

Primary responsibilities specific to this key service area include providing a safe environment for the juveniles in custody, ensuring sufficient well-trained staff are available, developing a broad range of treatment programs to meet the juveniles' needs, adhering to all laws/licensing requirements/ regulations for correctional facilities, and overseeing correctional facility maintenance and development.

Chief Deputy Probation Officer – Special Services (Colleene Preciado)

Colleene Preciado is responsible for providing primary support services for the department's overall operation. The five operational divisions in her key service area are Administrative and Fiscal, Program Support and Research, Data Systems, Human Resources and Training, and Special Operations and Supervision.



This key service area provides data system and research support, human resources services, administrative and fiscal services, and collection enforcement for all functions of the department. Also included are support for long-range planning, pursuit of outside funding, legislative analysis, contract administration, community resource monitoring, employee recruitment and hiring, and operation of the Volunteers in Probation (VIP) and Volunteer Probation Officer (VPO) programs. In addition, this service area is responsible for specialized gang, narcotic, sex offender, and domestic violence supervision, as well as oversight of the department's adult supervised electronic confinement program. The Probation Community Action Association (PCAA) is also located in this service area. The PCAA is a non-profit organization that was created to support special Probation projects and meet the needs of offenders and their families that cannot be met with public Probation funds. Special projects include a tattoo removal program, the annual holiday Adopt-A-Family program, and yearly Youth Leadership Retreats. Two programs have been specifically targeted by PCAA for support: the Youth and Family Resource Centers and County Islands (unincorporated communities surrounded by cities). The Family Assistance Fund provides assistance to families in need of food, clothing, rent/utilities assistance, etc.

Chief Deputy Probation Officer – Field Services (Vacant)

The Chief Deputy Probation Officer – Field Services is responsible for five very distinct operational divisions: Juvenile Court, Adult Court, Adult Supervision, Juvenile Supervision, and Community Programs.

The Juvenile Court Division provides intake screening services for all juveniles referred by law enforcement agencies for alleged violation of the law, conducts preliminary investigations to determine if further referral to the District Attorney and court is necessary, provides Juvenile Court Officers to the Juvenile Court, conducts investigations for the Juvenile Court, administers peer court and drug court, and monitors diversion and administrative cases. The Adult Court Division conducts investigations for the criminal courts, provides

intake and assessment of adult offenders, and monitors Courtesy Supervision, Child Support, and Welfare Fraud cases. The Adult Court Division also supplies Resident Probation Officers to the five Justice Centers.

The Adult Supervision and Juvenile Supervision Divisions supervise adult and juvenile offenders in the community on formal probation. These divisions enforce court orders and assist with the resocialization of offenders through a combination of direct and supportive actions based on ensuring community safety, addressing offender accountability, and promoting competency building in those adults and juveniles under supervision.

The Community Programs Division provides services for first-time juvenile offenders classified as having a high-risk potential for ongoing delinquency (8% Early Intervention Program) and transitional aftercare services for juveniles released from the County's correctional facilities (Repeat Offender Prevention Program and Challenge Programs). The Community Programs Division is responsible for the department's six Youth and Family Resource Centers.

DIRECTORS

Each director has responsibility for the operation of one of the Probation Department's 15 major divisions/correctional facilities (refer to the Organizational Chart for a complete list) and reports to one of the three Chief Deputy Probation Officers. As part of their responsibilities, they:

- Review, evaluate, and justify divisional staffing, equipment, and budget needs.
- Direct, instruct, and evaluate staff in their divisions/facilities.
- Develop and implement divisional procedures/programs in accordance with laws, policies, and directives from Top Management.
- Consult and confer with other agencies and collaborative partners relative to their divisions/facilities.
- Participate in department-wide planning efforts, such as the annual Strategic Planning sessions.

APPENDIX C

LABOR MANAGEMENT COMMITTEE**MEMBERS**

Noella Connal	Collection Officer
Mary Davis	Employee Relations Manager, OCEA
Frank Flavin	Deputy Probation Counselor
Kent Fletcher	Supervising Probation Officer
Jeff Gallagher	Deputy Probation Counselor
Tim Guthrie	Deputy Probation Officer
Lesle Harp	Office Supervisor
Donna Inouye	Division Director
Mack Jenkins	Division Director
Steve Mata	Deputy Probation Officer
Barbara Morales	Deputy Probation Counselor
Lori Moyer	Supplies Clerk
Brad Perkins	Deputy Probation Counselor
Lou Porras	Employee Relations Manager, OCEA
Denise Parker	Deputy Probation Counselor
Colleene Preciado	Chief Deputy Probation Officer
Jim Riley	Supervising Probation Officer
Bob Sirota	Deputy Probation Officer
Sandy Silverthorn	Information Processing Specialist
Lorna Winterrowd	Administrative Manager
Sharon Neveau	Secretary III (Secretary to LMC)

KEY BUSINESS RESULTS

- LMC members continued to meet and engage in a cooperative partnership approach on a monthly basis to address and resolve workplace issues and evaluate the effectiveness of the Performance Incentive Program.
- Committee members received six workplace issues during calendar year 2002. A recommendation to resolve one issue was accepted by the LMC co-sponsors (Chief Probation Officer and OCEA). The committee has continued researching the five remaining issues in order to determine an appropriate resolution. All workplace issues are recorded on the committee's log for accountability purposes and are periodically distributed to the members for review.
- Enhancing the vertical communication on LMC activities continued to be a priority for the LMC. Efforts to increase communication between employees and management included:
 - a. Communicating workplace resolutions to the originating employee who submitted the issue.

- b. Posting past and current LMC minutes on the department's website (***PROB-NET***) to enable all employees to access specific information on a particular topic or workplace issue.
 - c. Ensuring that new Workplace Issue forms and telephone numbers of LMC members are available at all work sites and on ***PROB-NET***.
 - d. Providing information on the function and purpose of LMC to staff at New Employee Orientation training sessions.
- LMC members were given the opportunity to provide input on the 2003 Business Plan.
- As part of a County-wide effort, LMC members solicited ideas from Probation Department employees for ways to reduce costs and/or increase revenues in service areas within the Probation Department and/or the County as a whole. The members reviewed approximately 54 ideas submitted by staff and submitted the top five to the CEO/Office of Human Resources. An LMC Subcommittee reviewed the remaining ideas for possible implementation by determining each idea's fiscal and operational impact.
- The majority of LMC members were trained and certified in mediation and dispute resolution techniques.
- In calendar year 2002, two issues were submitted and resolved through the PIP Conciliation Process.

APPENDIX D

BUSINESS PLAN TEAM

Stephanie Lewis (Chief Probation Officer) directed the planning process and gave final approval of the Business Plan.

Colleene Preciado (Chief Deputy Probation Officer, Special Services) provided immediate oversight and direction for development of the plan.

John Bowater (Former Chief Deputy Probation Officer, Field Services) and Tom Wright (Chief Deputy Probation Officer, Institutional Services) supplied information and final review of the plan.

Diane Merritt (Supervising Probation Officer) coordinated collection of information from a broad range of Probation staff, compiled the information, and wrote the overall plan.

Dr. Shirley Hunt (Senior Staff Analyst) coordinated the collection and analysis of data for the Profile of Active Supervision Probationers (Appendix F), Outcome Measure Reporting, and statistics throughout the plan. Probation Research staff assisting Dr. Hunt were Dan Petras (Research Analyst IV), Sandra Hilger (Research Analyst IV), and Cheryl Togneri (Research Analyst III).

Walt Watanabe (Director of Administrative and Fiscal Services) provided the financial information and budget analysis.

Dan Burt (Director of Data Systems) developed the technology and automation portions of the plan.

Donna Inouye (Director of Human Resources and Training) provided information on staffing issues, employee development, and Appendix C (Labor Management Committee).

Jan Brown (Assistant Division Director of Programs), Pamela Newcomb (Victim Services Coordinator), Gerry deBoer (Child Sexual Abuse Victims Coordinator), and the Victim Services Strategic Planning Group provided direction and information for the victim services portion of the plan.

Doan Trang Nguyen (Systems Program Analyst I) designed the format and graphics for the plan.

The Labor Management Committee provided assistance and reviewed the plan.

Tom Starnes (Staff Analyst III) and David Paredes (Forms Control) coordinated the printing process.

In addition, Division Directors and Assistant Division Directors provided information and assisted in the development of the plan relative to their specific areas of operation.

APPENDIX E

YEAR 2002 ACCOMPLISHMENTS**2002 BUSINESS PLAN GOALS****GOAL #1**

Assist the Juvenile and Criminal Courts to make well-informed and responsible decisions in criminal and delinquency cases.

- 1.1 Continue to expand the use of Voice Dictation technology to increase efficiency and speed the throughput for the preparation of the hundreds of court reports prepared each month.**
- Voice Dictation is utilized in the Adult Investigation, Adult Assessment, and Juvenile Investigation functions. Approximately 30 staff are now using this technology. Data Systems has conducted extensive coordination with the using staff in the development and refinement of the Word macros and templates to enhance and facilitate the use of this technology. Utilization has received varying degrees of acceptance. Probation has initiated a survey to determine utilization patterns, satisfaction, and related issues. All of the responses have not yet been received to summarize the results.
- 1.2 Implement expanded automation of case files to expedite the processing of new court referrals.**
- The new Adult Intake System development continues. The emphasis has been on the implementation of the photo capture of new adult cases. Probation is working with a third-party vendor on this application.
- 1.3 Continue to assist the courts by providing timely investigation of criminal/delinquency cases and completing required reports.**
- Adult Investigation continues to be timely in completing investigations for the court. The potential increase in investigations as a result of the implementation of Proposition 36 did not materialize.
 - Juvenile Investigation submitted 99% of required reports to the court within time lines during the year in spite of the short notification time frames given the department to complete reports.
 - AB 575 increased Probation's responsibilities for foster care placement cases, but Placement Suitability Reports continued to be provided to the courts in a timely manner through the establishment of good coordination and communication channels between the Placement Unit and the Juvenile Investigation Units.
- 1.4 Work with Social Services to increase timeliness and availability of information needed to complete 241.1 WIC reports within court time lines.**

- Probation internally reviewed 89 cases of dependents referred for law violations to identify the issues and have a better understanding and communication with the Social Services Agency (SSA) about the cases. Probation and SSA staff are mutually working on revision of a Memorandum of Understanding between SSA and Probation to address identified issues and improve interagency processes. Improvements have been made in the process of obtaining timely Child Abuse Report information from SSA during the year. Although progress has been made in obtaining information for 241.1 WIC reports, accuracy and timeliness continue to be issues.

GOAL #2

Provide protection to the community by managing Orange County's adult and juvenile probation population.

FIELD OPERATIONS**2.1 Develop and enhance existing collaboratives and develop new public/private partnerships consistent with the supervision and resocialization of offenders.**

- Probation has continued to pursue additional health components to the range of services at the Youth and Family Resource Centers (YFRC) by enhancing the working relationship with the American Academy of Pediatrics and Health Care Agency's Public Health Nursing Division. The "8% Health Services Team" has been convened and meets monthly to seek out and actively pursue outside grant/foundation funds to bring health services to all YFRCs.
- The YFRC Inter-Agency Management Committee (IAMC) oversaw facilitated teambuilding and the establishment of team values at all of the YFRCs, which included a survey of all YFRC collaborative staff regarding the perceived strengths and barriers within each site treatment team. The IAMC participated in the process as well and defined its own role and responsibilities. The IAMC decided to meet bimonthly rather than quarterly.
- The Juvenile Drug Court collaborative was strengthened during 2002. Through collaboration with the Health Care Agency, services to juveniles were expanded. Public Health Nurses now provide in-home health supervision for pregnant juveniles in the program and conduct group sessions on such health-related topics as sexually transmitted diseases, smoking, etc. Expanded services have also been provided through Aspen Solutions Counseling, Chapman's Positive Action Center, Alcohol and Drug Abuse Services, and the addition of interns through the Health Care Agency.
- Significant strides have been made at both the supervisory and management levels to improve collaborative efforts in unincorporated County Islands. The County Islands SPO is actively involved in all collaborative meetings and planning sessions. At a management level, issues such as evaluation outcomes, program philosophies and resource allocations have been discussed in conjunction with negotiations for a new Youth Development contract.

- Probation worked closely with the key stakeholders in the County on numerous committees to constantly evaluate the impact of Proposition 36/PC 1210 and to implement policies that provide for the most efficient use of limited resources. Working closely with the courts and Health Care Agency, Probation has looked for grants and funding opportunities to offset the resources depleted from other programs by Proposition 36 cases.

Internally, a Workload Issues Group was formed to examine workload duties and develop options to offset the increased caseloads due to Proposition 36 cases. It was determined that specialized Proposition 36 caseloads were more efficient. Most workload issues were addressed through the evaluation of staffing between units, redeployment of staff, and workload adjustments between divisions. However, with 46% of all new adult probation cases being Proposition 36 cases, it is likely the need to constantly reevaluate the use of existing resources will continue.

- The Domestic Violence Unit Supervising Probation Officer is an active member of several countywide collaborative groups dealing with domestic violence issues. These groups are the Orange County Family Violence Council Steering Committee, the Family Violence Council General Committee and the Family Violence Council Public Safety Subcommittee.
- The Orange County Sex Offender Management Team meets monthly and is comprised of representatives from Probation, District Attorney, Defense Bar, Victim Witness, Sheriff, local law enforcement, CDC and CYA Parole, Judiciary, Social Services, HCA, and treatment providers. This past year, a representative from the Center for Missing and Exploited Children was also added. The Team is comprised of five subcommittees that include Law Enforcement, Research, Community Education, Polygraph, and Treatment. Probation takes an active role in ensuring this vital collaborative continues by providing administrative support and leadership through the participation of a Supervising Probation Officer and Division Director. During this past year, the Team has made in-service presentations to the judges of three Justice Centers and participated in community education meetings in Villa Park, Stanton, and Fullerton.
- Probation has continued to provide a Supervising Probation Officer as liaison to the Sheriff Department's Best Choices Program, an in-custody substance abuse program. In addition, the Adult Field Supervision Director attends management meetings for the program.
- To address the compliance requirements for AB 575, a bill that increased the duties and responsibilities of the probation officer in foster care cases, a Delinquency Prevention Coordinator position was created to act as a liaison to the Social Services Agency's Delinquency Prevention Project.

2.2 Expand the continuum of balanced approach services for juvenile and adult probationers.

- A new contract was awarded to Community Service Programs, Inc., for gang prevention and youth development programs in the County Islands. The contract for services began on October 1, 2002. The continuum of services to be provided includes vocational readiness and career development assistance, drug and alcohol prevention, parenting and emancipation skills training, after-school study sessions, and enrichment activities.

- Probation awarded a contract to Community Service Programs, Inc., to continue providing community resource collaborative services to the five existing YFRCs, plus expand these services to the new Youth and Family Resource Center located in Central-South Orange County at the former El Toro MCAS. In addition, a contract was awarded to Aspen Community Services to expand comprehensive employment services to the new Central-South Youth and Family Resource Center.
- Lessons learned from the Juvenile Drug Court pilot have been incorporated into the design for an enhanced program model. Thorough assessments to determine suitability for the program are extremely important so emphasis can then be placed on treatment for participants who are appropriate. Also, immediate relevant sanctions, coupled with incentives and pro-social enrichment activities, assist juveniles to achieve and maintain sober lifestyles.
- Outcome information was compiled for the Juvenile Justice Crime Prevention Act (JJCPA) programs for the annual report due to the Board of Corrections on October 15, 2002. The Semi-Annual Report for the Challenge II programs was completed. This grant is scheduled to end in June of 2003, and the final four-year report will be completed in September of 2003.
- The department has increased the utilization of the Amparo Respite Care Program, which provides six residential beds for juveniles in need of short-term crisis intervention and family conflict resolution.
- The Repeat Offender Prevention Project (ROPP), a five-year formal evaluative study funded by the state ROPP grant, concluded on June 30, 2002, and the final report of findings was submitted to the Board of Corrections on October 1, 2002. Many significant positive findings were cited, and the department plans to continue with the evaluation under JJCPA in order to determine future strategies and program enhancements.
- Probation was successful in negotiating a lease with the Navy for property on the El Toro MCAS to accommodate a Youth and Family Resource Center and an Independent Living Program for older youths. On-site YFRC services were initiated in a limited capacity, while needed building modifications are underway. Construction for full on-site collaborative programming is planned for completion in early 2003.
- The Decentralized Intake Project was initiated during 2002 as a collaborative effort among Probation, the Orange County Sheriff's Department, and Pepperdine University. The Project provides immediate prevention services at the local community level in Orange County areas served by the Sheriff. A more timely response to police referrals for intervention, diversion, and referrals to the court has been provided by localizing Probation intake processes and coordinating with the Sheriff and Pepperdine.

2.3 Pursue alternatives to state and local incarceration of adult offenders in association with the Orange County Sheriff, Courts, Health Care Agency, and County Executive Office.

- The Probation Department continues to be a partner in the adult mentally-ill offender service

continuum grant along with the Orange County Sheriff's Department and the Health Care Agency. Grant-funded Deputy Probation Officers carry reduced caseloads to allow for more intensive supervision of this high-risk and high-need population. Further, they provide monthly statistics to the research component of the grant as required.

- Probation was unable to initiate a new Request for Proposal (RFP) for a 50- to 100-bed work furlough facility. Although much needed, the planned facility was eliminated as part of the department's budget cuts.
- Probation continues to monitor the impact of Proposition 36 and refine the program where possible. Software development of the PC 1210 Information System continues. The "aftercare" module has been defined and software development is underway, with a target to implement by the end of October 2002. This module allows for the reporting and tracking of cases after the conclusion of the initial 12 months of services. At the conclusion of this module, work will begin on the "reports" module to develop the compliance and statistical reporting required to satisfy the State's reporting requirements.

2.4 Increase the specialization, expertise, and effectiveness of the Special Operations and Supervision Division.

- The Supervising Probation Officer of the Domestic Violence Unit works closely with the Community Programs Division in evaluating the effectiveness of batterers' treatment programming. A task force comprised of representatives from Probation, HCA, Social Services, and private providers has been meeting regularly to gather information and determine what gaps exist and what services are lacking. The task force will bring its findings to the Orange County Family Violence Council when the study has been completed.
- The need for further consolidation of all specialized adult caseloads in the Special Operations Division was re-evaluated. It was determined that the key areas of specialization have been consolidated.
- The department decided not to seek approval for a transient living center for sex and domestic violence offenders due to a lack of funding and the difficulty in finding a location that would have community support. However, the Sex Offender Unit was successful in obtaining temporary shelter for their adult transient sex-offender population to address community risk and effective supervision concerns through an agreement with the Center for Community Reconciliation (CCR). The CCR agreed to provide vouchers for the temporary placement of these offenders.

2.5 Expand technology to enhance the effectiveness of probation supervision and resocialization operations.

- Work continues on the automated field book feasibility project utilizing the PDA technology. Probation is working with ACS Advanced Concept Group in this development. A prototype pilot to access the Probation Terms and Conditions of Probation Internet Server is under development. The Nextel vendor provided improved wireless communications performance.

- The new Adult Intake System development continues. The initial phase of this project will be the implementation of the photo capture of new adult cases. A third-party vendor software product (CABS) has been purchased for the photo capture-related activities. Equipment has been installed, and operational procedures have been defined. Implementation of this function commenced during the month of October 2002. User cadre meetings continue to further define the additional automation processes.
- Probation has continued to work with other local city and county law enforcement agencies to share data through the Orange County Integrated Law and Justice Strategic Planning Project. The first phase was implemented during 2002. An Internet-based web site to share the terms and conditions of probation for adult probationers is now operational, serving several local police departments. Orientation and training classes have been held with each new police department that subscribes for access. Probation is continuing to enhance the software to provide additional functions and services. This is targeted as an aid to improve law enforcement officer safety and provide feedback to Probation regarding contacts with active adult probationers by local law enforcement agencies.
- Probation has established contact with California Department of Justice (DOJ) to evaluate an automated interface with the DOJ Supervised Release File (SRF) to improve statewide monitoring of law enforcement contacts with active adult probationers.
- Effective January 1, 2002, Sentinel Monitoring Corporation was awarded a five-year contract for providing state-of-the-art electronic monitoring supervision technology to defendants serving jail commitments in the community. Services are currently being provided to an average of 175 offenders per month.
- Probation Data Systems is working with the Sex Offender Unit to enhance the information technology tools available to them. Computer equipment has been upgraded. The department has worked with DOJ to provide direct Internet access to the new Megan's Law web site. Work continues with DOJ technical staff to enable the "Megan's Law Portable Application" such that the Megan's Law data base can be down loaded to laptop PCs for portable field use as needed throughout the community. Probation is working to test the feasibility of using document imaging technology as a repository type of tool to collect and organize evidence that is collected related to sex offender cases.
- In conjunction with the Health Care Agency (HCA), Probation developed a PC 1210 Information System that allows for the sharing of data electronically among the treatment providers, HCA, and Probation. The system is designed to provide data necessary to respond to a variety of management reporting needs. In addition, a new function was added to the department's Case Management System (CMS) that allowed the automated tracking of all urinalysis testing done for PC 1210 clients.

INSTITUTIONAL SERVICES

- 2.6 Continue the institutional population management project, including the use of alternative programs.**

- The incidence of facility overcrowding was maintained at or below the year 2001 level.
- Construction will begin on Unit Q in early 2003, which will add 60 more beds to Juvenile Hall, using Board of Corrections' grant funds.
- The department has adopted a number of population-control measures, including restrictions on booking minors into Juvenile Hall and the use of alternative incarceration programs, to mitigate overcrowding.
- Although required to close the Juvenile Hall Annex that housed 40 high-security-risk minors, Probation was able to maintain balanced populations at the remaining facilities.
- Lacy Juvenile Annex, the only co-located juvenile hall within a jail in the state, received a visit from the federal Office of Juvenile Justice and Delinquency Prevention and will be included in an upcoming publication as a model program.

2.7 Pursue strategies and funding to incrementally increase the number of juvenile beds.

- The federal Special Use Permit for the Los Pinos Conservation Camp in the Cleveland National Forest was extended through June 2003. Construction to increase the capacity by 32 beds will begin in January 2003.
- Probation applied for a Local Detention Facility Construction Grant through the Board of Corrections to add 100 more beds to Juvenile Hall, but did not receive an award.
- Work with the Public Facilities and Resources Department on a Master Plan for reconstruction of Juvenile Hall is ongoing.
- Probation reached agreement with the Orange County Sheriff for the use of adult jail space to establish a 96-bed pilot program for housing minors within the Theo Lacy facility.
- Protect the \$8.4 million grant awarded by the Board of Corrections to construct additional detention beds for a leadership academy.

2.8 Continue to place priority on the development of Phase II of the automated Institutions Management System (IMS), which will include automating logs, room checks, facility management, incident reports, and the Juvenile Court Work Program, as well as tracking detention hearings.

- The IMS Phase II development has continued. The focus of this development has been on the Unit Activities Module. Ongoing maintenance and enhancement to the IMS system continues with the focus being the complete phase-out of all PC-based applications for reporting and monitoring institution-related statistics.

2.9 Pursue the development of a multi-county regional institution for severely emotionally disturbed minors, a population very difficult to serve in the standard Juvenile Hall environment because these minors are disruptive and have special treatment needs. In the interim, evaluate using 2002/2003 Juvenile Justice Crime Prevention Act (JJCPA) funds to develop/lease beds in a forensic treatment program within the community using probation staff to supervise minors.

- The 11 programs agreed upon by the JJCPA for 2002/2003 did not include beds in forensic treatment programs for this population.
- Additional resources were made available for seriously emotionally disturbed children in the community. The Children's System of Care program provides a multi-agency team to work with seriously emotionally disturbed children and their families, and the Wraparound program provides services and some flexible funding for maintaining these children in their own homes. However, the need still exists for specialized institutional treatment beds for this population.

2.10 Use a portion of JJCPA funds to continue/expand three institutional programs: ASERT (Addiction Substance Abuse Education and Recognition Treatment) program at YGC, Programming for Girls at YGC, and additional beds/programming for 18-year-olds at Lacy Juvenile Annex.

- The ASERT program and Programming for Girls at YGC were continued/expanded using JJCPA funds. These funds were also used for additional beds/programming for 18-year-olds at Lacy Juvenile Annex.

GOAL #3

Assist crime victims by presenting their interests to the courts and providing support services.

3.1 Expand the department's outreach and service delivery to victims.

- Work continues to improve the Probation Financial Systems (PFS) for the collection of victim restitution, court fines, fees, and judgments.
 - a. A PFS working committee was created to establish and coordinate the setting of priorities for the support of the PFS system.
 - b. A regular schedule has been established for billing all probation clients.
 - c. Probation is working with the Data Center ACS staff to develop the document imaging technology to place copies of the probationer and parental billing statements on line via this technology. This will facilitate the response to questions regarding account status and provide a timely and efficient manner to produce copies of billing statements as needed in support of inquiries, lost or undelivered items, etc.
 - d. To improve both the quality and quantity of the billings for fines, restitution, fees, etc., Probation is working on ways to increase the accuracy of the probationer and parental addresses within the PFS system.

- e. An audit of the CMS databases is currently underway to identify and stratify the accounts as to the potential for collection, with the goal of focusing collection efforts on truly collectible accounts.
 - f. A working group consisting of a Supervising Financial Officer, Supervising Probation Officers, Victim Services Coordinator, a Juvenile Field Deputy Probation Officer, and the Juvenile Supervision Division Director has been established and is meeting monthly on restitution and collection issues in an endeavor to refine and improve juvenile financial collection procedures.
 - g. As a result of the inability of the third-party software vendor to deliver the Revenue Plus software, the contract and purchase order was cancelled.
- An initial measure of the percentage of reports with victim statements completed during the first nine months of 2002 showed that the Adult Investigation function was successful in obtaining victim impact statements in 91% of completed reports which involved victims.
 - Juvenile Court Services provides information to victims so they can personally contact a probation representative for answers to questions and resource information. One Deputy Probation Officer has been assigned as the contact person for victims on all contested cases, while Intake deputies and Investigation deputies fill this role on their assigned cases. In addition, the victim-notification process was streamlined during the year. A computerized tracking system was established and refined to capture information on all letters to victims, victims' responses, victims' requests for notification of dispositions, and disposition notifications sent to victims.
 - A letter was created to better advise victims of the amount of restitution awarded to them. An Adult Restitution pamphlet is currently being developed.
 - Adult Investigation implemented a process to routinely send a letter to all victims from whom information had been solicited during the investigation process advising them of the disposition in their cases.
 - In all cases with court-ordered reports, Adult Investigation advises victims when an offender is committed to the state prison system and provides a contact at the California Department of Corrections (CDC). If restitution is involved, a financial letter is sent to the victim that includes a copy of the restitution judgment and CDC contact information (name, address, and toll-free telephone number) so the victim can advise CDC to continue collecting restitution on his/her behalf.

3.2 Increase support services to victims.

- The services provided to victims by the newly created central Victim Services Coordinator (VSC) position were expanded.
 - a. To increase the collaboration with other victim service providers, the Victim Services Coordinator met with CSP Victim Assistance Programs management, attended training and numerous events organized by their agency, and arranged multi-agency meetings

including their staff. The VSC provided training for new Deputy DA training classes and worked to establish the presence of Probation victim services throughout the public and private sectors of the County.

- b. An “800” number for victims was established and is answered by the VSC. The VSC responds to telephone requests from victims regarding case or judicial system information and directs calls to the appropriate deputy/supervisor or financial officer, as needed. This number is provided on all correspondence with victims (victim impact letters, court disposition letters, victim surveys, etc.).
- Staff awareness, knowledge, and sensitivity regarding crime victims were increased through training.
 - a. Approximately 600 deputized staff attended “Restitution for Victims” training with the State Victims Compensation Board, which was arranged and coordinated by the VSC.
 - b. An eight-hour victim training class for deputized and non-deputized staff is being developed for the 2002-2003 STC training year.
 - c. All adult investigators were enrolled in an “Interviewing Victims” training class during the 2001-2002 STC training year.
 - d. Two victim-related memos were distributed to all staff: “Victims of Terrorism” and “September 11, 2001, A Tragedy that Affects Us All.”
 - e. Two Youth and Family Resource Center (YFRC) Deputy Probation Officers attended a Board of Corrections sponsored three-day program titled “Impact of Crime on Victims Training,” and subsequently shared materials and training with staff at all YFRCs. Also, representatives from all YFRCs attended a training session regarding the California Youth Authority curriculum on victims.
- The Victim Services Strategic Planning Group (VSSPG) was established as a permanent committee to provide oversight of program development and delivery of victim services. The VSSPG is chaired by the Victim Services Coordinator and includes members that represent the spectrum of services provided to victims by the Probation Department. The VSSPG meets regularly and provides six-month progress reports regarding the status of victim services to Top Management.
- The Sex Offender Victim Assistance Program is functioning successfully. One Volunteer in Probation (VIP) and one Volunteer Probation Officer (VPO) are stationed at Juvenile Hall and act as a link between CSP Victim Witness and Probation staff. They work with victims for approximately 45 days until a relationship is established with the field deputy. Both the VIP and VPO have completed 40 hours of victim training through CSP’s Victim Assistance Programs.
- To increase probationers’ awareness of the impact of crime upon victims, the CYA Victim Impact/Awareness curriculum has been included as a part of regular programming at the YFRCs and Juvenile Institutions.

- Restorative Justice is the principle of holding offenders accountable for the harm done to their victims by involving the offenders in activities that give something back to the community through community service projects. These programs indirectly assist victims by improving the community and instilling a greater sense of responsibility in the offenders.
 - a. During 2002, the YFRCs improved Restorative Justice programming through specialized staff training and contracting with a private provider for more frequent and relevant community service projects. Examples of activities included fundraising and assistance for the Ronald McDonald House, assisting disabled children at the T.A.S.K center, and helping at community centers.
 - b. Institutional Restorative Justice activities included cleanup/maintenance in the community, participation at special events, assistance during natural disasters, graffiti removal, highway improvements, etc. (For a complete list, refer to Appendix G.)

3.3 Survey crime victims regarding their satisfaction with probation services.

- Surveys were mailed to nearly 1,200 victims in October 2002. Results are reported in the Outcome Indicator section of this report.
- Work continues on ways to considerably survey victims of sensitive crimes regarding their satisfaction with services. (The above-mentioned survey was not sent to victims of serious violent crimes such as rape and domestic violence.)
- Work is still in progress for implementing a formal plan for surveying victims at selected key points in the probation system rather than sending out one annual survey.

DEPARTMENT-WIDE ACCOMPLISHMENTS

- During 2002, the Probation Department started a planning process with the ultimate long-term objective of developing an Integrated Case Management system (ICM). ICM will be a seamless process in which information collected at every point in the department will be captured in one automated system that will provide a unified case record available to staff at all times. In February, TM appointed a group of managers to an ICM Study Team to prepare for the department's 2002 Strategic Planning Session held in May and June. The focus of the session was *Integrated Case Management – Planning for the Future*. As an outcome of the session, an ICM Steering Committee was formed that meets regularly to develop action plans and oversee the development and implementation of integrated case management over the coming years.
- As a step towards preparing the department to capitalize on emerging information technologies, Probation has begun the migration to the MS-Windows 2000 operating system. Some 200 laptops and 125 desktop PCs have been installed that utilize this new desktop operating system. Work is currently underway to upgrade each of the department's network servers to the MS-2000 Server operating system.

- The data communications network supporting both Joplin and Los Pinos has been upgraded to improve the performance and capacity of the networks to accommodate technologies such as video-conferencing and document imaging. Probation continues to work with the County Data Center to also upgrade the network capacity supporting the Grand Avenue Office facility. Planning is also underway to provide the required data communications' infrastructure to support the El Toro YFRC site and the planned North County Field Services Office on Orangewood Avenue in Anaheim.
- The Project Opportunities program was implemented due to a concept that came from the 2001 employee survey where employees expressed interest in becoming more involved in department projects and activities beyond their individual work assignments. Project Opportunity Bulletins enable eligible staff to express interest and participate in special projects on county time. The bulletins are posted on **PROB-NET**, and staff are able to complete them on-line and electronically submit them to their chain of command for approval. Since implementation, five Project Opportunity Bulletins have been posted.
- A Succession Planning Work Group was formed to address the potential loss of experienced peace officers due to the upcoming implementation of Safety Retirement benefits. As a result, the following actions were implemented during 2002:
 - a. Recruitments for key peace officer positions were conducted in order to have eligible lists available when Safety Retirement was established.
 - b. Deputy Probation Officers who were eligible for promotion to Supervising Probation Officer were afforded the opportunity to attend an 80-hour Supervisory Core class to prepare them for promotion to the supervisory level.
 - c. To prepare for anticipated Deputy Probation Officer vacancies, 32 staff who were promoted to Deputy Probation Officer completed core training and were deployed to critical assignments prior to the implementation of Safety Retirement.
 - d. Questionnaires were sent to all retirement eligible peace officers to solicit information regarding their intent to retire.
 - e. A planning grid was developed as a tool for Top Management to continuously track the dates of peace officer retirements and the number of resulting vacancies.
 - f. Many promotions/assignments were announced in advance to provide for overlap training to newly appointed supervisors.
 - g. An application and assignment preference list was developed to allow staff to be considered for extra-help retiree assignments.
- Throughout 2002, the department continued to recruit, hire, and train qualified staff for critical positions within all service areas. Recruitment efforts were continuous and included attendance at various job fairs at local colleges/universities, placing advertisements in local newspapers, and posting openings on the Orange County Intranet site. The application process was slightly modified to allow applicants to apply on-line. Probation staff were kept apprised of in-house opportunities via the department's e-mail system. These efforts resulted in 32 staff promotions to Deputy Probation Officer, the hiring of two experienced Deputy Probation Officers from an adjacent county, and the hiring of 60 Deputy Probation Counselors and 99 Probation Night Counselors. Four New Employee Orientation sessions were conducted in 2002 for 50 new professional staff. A total of 29 newly

promoted peace officers and professional supervisory staff completed 80-hour Supervisory Core training classes during the fall of 2001 and spring of 2002.

- Over the last two years, the Probation Department has grown by 112 positions, of which 74 are assigned to Field and Special Services functions. A critical shortage of office space has resulted, with none more evident than in Probation's 25-year old North County Field Services Office (NCFSO). Located in Anaheim, this field office facility is functionally obsolete, yet filled to capacity, and probationers congest the waiting area and overflow into the parking lot.

Probation had been working vigorously trying to find a viable location to which to relocate the NCFSO, focusing on the City of Anaheim, where about 46% of our north county probationers reside. Unfortunately, past attempts to acquire lease space in Anaheim were unsuccessful, due chiefly to our lease proposals not being found in conformance with the Anaheim General Plan. Probation was finally successful in obtaining Board of Supervisors' authorization to proceed with a lease of a new facility for the NCFSO that is situated in Anaheim near the Anaheim/Orange boundaries with no contiguous residential neighborhoods or schools in proximity. In order to provide desperately needed space for additional field services personnel in Santa Ana, as well as to mitigate Anaheim's concerns over the retention of the NCFSO within the city, relocating Probation's Headquarters (Top Management and selected staff of the Human Resources and Administrative and Fiscal Divisions) from the Santa Ana Office building and co-locating them with the NCFSO staff in the new Anaheim facility was deemed necessary. It is anticipated that the new NCFSO will be ready for occupancy in November 2002.

APPENDIX F

PROFILE OF ACTIVE SUPERVISION PROBATIONERS

September 30, 2002

	Juveniles (N=3,205)	Adults (N=8,369)
Gender		
Male	84%	79%
Female	16%	21%
Ethnicity		
White	32%	55%
Hispanic	56%	32%
Asian	5%	3%
Black	3%	4%
Other	3%	3%
Pacific Islander	1%	1%
Indo-Chinese	<1%	2%
Age at Initial Probation Assessment		
15 and younger	49%	---
16-17 years	43%	---
18-21 years	8%	18%
22-25 years	---	14%
26-30 years	---	14%
31-40 years	---	33%
41 years and older	---	21%
Substance Abuse (Drugs or Alcohol)		
No Problem	33%	24%
Occasional to Frequent Abuse of one or both	67%	76%
Initial Case Classification		
High	55%	82%
Medium	36%	18%
Low	9%	<1%
Gang Affiliated (Juveniles Only)		
Yes	31%	---
No	69%	---
Current Supervision Region		
North	24%	12%
South	19%	5%
West	21%	11%
Central	19%	10%
Specialized (PC1210, Gang, Dom Viol. Sex Off., Placmt, etc.)	17%	33%
Courtesy Supervision/Assessment	---	29%
Initial Sustained Offense		
Felony	42%	90%
Misdemeanor	58%	10%
Initial Sustained Offense (Type)		
<u>Felony:</u>		
Person (e.g., robbery, assault)	14%	18%
Property (e.g., burglary, theft)	18%	14%
Drug	6%	51%
Other	4%	7%
<u>Misdemeanor:</u>		
Person	18%	4%
Property	26%	1%
Drug	5%	4%
Other	9%	1%

Source: NIC Profile/Outcome Database, Orange County Probation Research Department, October 2002

JUVENILE INSTITUTIONAL SERVICES PROGRAMMING (*)

APPENDIX G

VOCATIONAL	PRO-SOCIAL LIFE SKILLS	CRIMINAL BEHAVIOR/ RESTORATIVE JUSTICE	SUBSTANCE ABUSE	HEALTH	EDUCATION
JOB SEARCH How to fill out an app. Job preparedness Preparing a resume Interviewing skills Dressing for success Job barriers Maintaining a job Summer job opportunities	PERSONAL Reaching your goals Life choices Respecting yourself Building self-esteem I am important/I can Don't sweat the small stuff Decision-making Self-control Ethical choices Telling the truth Virtues of patience RELATIONSHIPS Establishing relationships Peer mediation Peer pressures/respect Dating pressures Families' influence/behavior Friendship	CRIMINAL DETERRENCE Teen violence Kids Killing Kids The Law and Me Teenagers and guns Gangs/gang intervention Understanding hate crime Prison life (C/YA) Teens in prison Death penalty Peer Court Gun control Violence in society RESTORATIVE JUSTICE Victim awareness education Project M O V.E. (assist developmentally disabled) Highway improvement Graffiti removal Lake Elsinore environmental cleanup Food Bank Red Cross volunteer Operation Santa Claus Inland Valley Food Drive Adopt-a-Pet	DRUG EDUCATION Truth about drugs Drugs' deadly hold Drug addiction Relapse prevention SPECIAL TOPICS Designer drugs Heroin Speed Methamphetamines Smoking GROUPS Alanon Alateen Narcotics Anonymous Alcoholics Anonymous MADD	GENERAL Proper hygiene Yoga Physical fitness Aerobics Organized sports/CJF Influence of exercise (physical/mental health) Total fitness SEX EDUCATION STDs Safe sex AIDS awareness Sex and pregnancy Sexual abuse Truth about sex TEEN PREGNANCY/ PARENTING "Baby Think It Over" Teen Mothers/Fathers Parenting SPECIAL TOPICS Compulsive disorders Coping w/ disabilities Depression Skin cancer Teen suicide Sleep disorders Hepatitis	HIGH SCHOOL Academic computer education GED New Century Education Lab School dropouts Mock Trial COLLEGE Selecting a college Applying/enrolling in college College scholarships College orientation Naval Academy SPECIAL TOPICS Homework Creative writing Poetry education Vocabulary building Oral/written book reports Reading skills Public speaking Critical thinking
CAREER/JOB CHOICES Trade schools Military/armed forces How to start a business U.S. Marshal Career Quest APPLIED EXPERIENCE Culinary arts Unit painting Landscaping/gardening Forestry Auto shop/ Vehicle maintenance Laundry Construction Restaurant maintenance Computer training Custodial maintenance ROP (computer, business)	EMANCIPATION/ INDEPENDENT LIVING Budgeting your money Finances and savings Banking/checking accounts Establishing credit Filling out a rental agreement Exploring public transportation Obtaining documents SPECIAL PROGRAMS Values Curriculum Sail-for-Life (Teambuilding) Peer Mediation Color Guard Anger Management Cultural Diversity/Racism	(*) This list summarizes the various specialized programming offered in the juvenile institutions. It is in addition to the core set of services provided for all youth in custody that includes the following: (1) formal school instruction; (2) screenings for physical, mental, and substance abuse problems; (3) treatment for physical and dental problems; and (4) individual and/or group therapy as needed for mental health issues and substance abuse problems.			

APPENDIX H

IMAGES OF 2002



AWARDS

